

THE OHIO STATE UNIVERSITY  
OFFICIAL PROCEEDINGS OF THE  
ONE THOUSAND FOUR HUNDRED AND FIFTY-NINTH  
MEETING OF THE BOARD OF TRUSTEES

Columbus, Ohio, September 7, 8 & 9, 2011

The Board of Trustees met Friday, September 9, 2011, at  
Nationwide & Ohio Farm Bureau 4-H Center, Columbus, Ohio, pursuant  
to adjournment.

\*\*

\*\*

\*\*

Minutes of the last meeting were approved.

The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on Wednesday, September 7, 2011 at 2:00 pm.

Present: Leslie H. Wexner, Chairman, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, G. Gilbert Cloyd, Brandon N. Mitchell and Evann K. Heidersbach.

Good afternoon, I would like to convene the meeting of the Board of Trustees. Before we take the roll call vote to go into Executive Session, I want to announce that the full Board will reconvene tomorrow morning at 8:30 am.

I hereby move that the Board recess into Executive Session to consider personnel matters regarding compensation; matters required to be kept confidential by Federal and State Statutes; and to consult with legal counsel regarding pending or imminent litigation.

Upon motion of Mr. Wexner, seconded by Mr. Judge Marbley, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, and Smucker.

-0-

The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on Thursday, September 8, 2011, at 8:36 am.

Present: Leslie H. Wexner, Chairman, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, William G. Jurgensen, Jeffrey Wadsworth, Timothy P. Smucker, G. Gilbert Cloyd, Brandon N. Mitchell and Evann K. Heidersbach.

Mr. Wexner:

I would like to reconvene the meeting of the Board of Trustees. Before we take the roll call to go into Executive Session, I want to announce that the full Board will reconvene tomorrow morning at 9:00 am.

I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State Statutes.

Upon motion of Mr. Wexner, seconded by Mr. O'Dell, the Board of Trustees adopted the foregoing motion by unanimous roll call vote, cast by Trustees Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley, Kass, Jurgensen, Wadsworth, and Smucker.

-0-

The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on Friday, September 9, 2011, at 8:34 am.

Present: Leslie H. Wexner, Chairman, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass,

Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, G. Gilbert Cloyd, Brandon N. Mitchell and Evann K. Heidersbach.

Mr. Wexner:

I would like to reconvene the meeting of the Board of Trustees. I hereby move that the Board recess into Executive Session to consider matters required to be kept confidential by Federal and State Statutes.

-0-

The Chairman, Mr. Wexner, called the meeting of the Board of Trustees to order on Friday, September 9, 2011, at 9:40 am.

Present: Leslie H. Wexner, Chairman, Walden W. O'Dell, Alex Shumate, Brian K. Hicks, John C. Fisher, Robert H. Schottenstein, Alan W. Brass, Ronald A. Ratner, Algenon L. Marbley, Linda S. Kass, Janet B. Reid, William G. Jurgensen, Jeffrey Wadsworth, Clark C. Kellogg, Timothy P. Smucker, G. Gilbert Cloyd, Brandon N. Mitchell and Evann K. Heidersbach.

Mr. Wexner:

Good Morning. I am going to reconvene the meeting of the Board. I would like to ask the Secretary to note attendance. No roll call is necessary.

Dr. Horn:

A quorum is present, Mr. Chairman.

Mr. Wexner:

So that we are able to conduct the business of this meeting in an orderly fashion, I would ask that the ringers on cell phones and other communication devices be turned off, and I ask that members of the audience observe the rules of decorum proper to the conducting of this business and our normal practices.

The June minutes of the Board of Trustees meeting were distributed to all members of the Board. If there are no additions or corrections, the minutes are approved as distributed.

Evann, would you like to present the student recognition awards? I think this is a first for you. Do well.

-0-

### **STUDENT RECOGNITION AWARDS**

Ms. Heidersbach:

I will do my best. Thank you, Mr. Chairman. Well, I would like to bring up Brigid Long and Jeffrey Thompson, if they could take a seat at the table.

I will begin by introducing Brigid Long. Brigid is a student in the Doctor of Pharmacy program and is an exceptional leader in the college. She earned a B.S. degree in chemistry at John Carroll University in 2006 and will receive her PharmD degree from Ohio State in June 2012. Her professional pharmacy experiences as a student have included pharmacy internships at Target Pharmacy, CVS Pharmacy, and Nationwide Children's Hospital in Columbus. During the 2010-2011 academic year, Brigid served as president for Ohio State's chapter of the American Pharmacist Association Academy of Student Pharmacists (ASP). Under her leadership, the chapter maintained the many proud ASP traditions in the college and established meaningful new initiatives as well. Examples from the 2010-2011 year include: an excellent mid-year regional meeting for region five, and a new and improved chili cook-off to raise funds for the James Cancer Hospital and Research Institute, as well as an establishment of a partnership with the Academy of Pharmacy of central Ohio to deliver prescription drug abuse prevention presentations. Brigid deserves much credit for the outstanding work being done in the ASP chapter, for her organizational and networking skills are among her strongest characteristics. Through her work and a variety of professional organizations and other college activities, such as serving as a student ambassador, she has truly exhibited a gift for working with others, organizing important functions, making her colleagues feel invested in their common work, and just getting things done. Upon graduation in 2012, Brigid hopes to enter a pharmacy residency program in pharmacy administration. This two-year residency program will further develop her leadership and organization skills, as well as enhance her clinical pharmacy knowledge. Her career goals include working in pharmacy administration in a health care setting, such as a hospital, or an industrial setting, such as a pharmaceutical company. Thank you, Brigid, for being here today.

And now, I would like to present Jeff Thompson who comes to us from the College of Natural and Mathematical Sciences. Jeff is currently a third year student who plans to graduate in spring 2013 with an honors research distinction in geological sciences and with minors in Spanish and evolutionary studies. He has been on the dean's list for four of the six regular academic quarters of his enrollment at Ohio State and is a member of Sigma Gamma Epsilon, the national earth sciences honorary society. His star power in both academics and research has earned him numerous awards, including the Marcus J. and Lottie C. Lieberman Scholarship in Geological Sciences, which is presented to an outstanding undergraduate major who has achieved academically in the School of Earth Sciences. Jeff has also won second place in the mathematical and physical sciences division of the 2011 Denman Research Forum for his poster presentation. By the spring of his sophomore year, Jeff had presented his research not only at two Ohio State undergraduate research forums, but also at the joint North Central and North Eastern Sectional Geological Society of America meeting in March 2011. Jeff will present further aspects of this work at the annual national meeting of the Geological Society of America in October 2011. This autumn quarter, which is his junior year, he will finalize plans for his senior thesis.

Dr. William I. Ausich, Jeff's research advisor, had this to say about him: "Jeff has been a leader and friend to his peers in geological sciences. He is always willing to help out when there is a prospective student visiting and thus he serves as a great ambassador for our academic

program. However, where Jeff clearly stands head and shoulders above his peers is as a researcher. He is exceptionally bright, works hard, interacts very easily with others, is innovative, and is a self-starter. He is thriving in our undergraduate program and he will continue to thrive when he begins his graduate study and during his future professional career." Thank you for being her today, Jeff.

I would like to invite both of you to say a few words. Brigid, if you would like to go first?

Ms. Brigid Long:

Sure. Thank you so much, Evann. That was wonderful, those things you said about me. I really appreciate it. First of all, good morning everyone. My name is Brigid Long. It is a pleasure to be here with you today. I am deeply humbled to have been selected as a Board of Trustees Student Recognition Award Recipient. Evann suggested sharing a favorite story or experience at Ohio State. So many wonderful memories came flooding to my mind that it was difficult to choose just one. Before beginning pharmacy school in the fall of 2008, I did not consider myself a Buckeye. I had friends that loved Ohio State. They loved the campus, the atmosphere, the faculty, the staff, everything about it. I did not understand that passion until I went to my first football game. Somewhere between Brutus doing backflips, singing Carmen Ohio arm and arm with my friends, and a sweet Buckeye football win, I happily realized I had become a Buckeye.

I would not be here today if it weren't for very many special people in my life. First, I would like to thank President Gee and the Board for selecting me for this award and providing me with the opportunity to thank you publicly. Second, Dean Bob Brueggemeier, thank you so much for nominating me for this award. You are a wonderful mentor, very generous, and a sincere and genuine friend. I am very blessed to have your example in my life.

Next, I would like to thank a few of those who have impacted me most in the College of Pharmacy, including Jerry Cable, Jim McAuley, and Maryalice Bennett. With their encouragement and belief in my abilities, I took advantage of many opportunities that I otherwise may not have.

Finally, I do not have enough ways to express my appreciation to my parents. They always encouraged me to follow my dreams and provided me with everything that I needed and will need to reach my goals. Receiving this award is a true honor and something I will cherish for the rest of my life. I now proudly share my Ohio State background with those I meet and am thankful to all for the opportunities provided to me here. I leave you with a quote that somewhat encompasses my feelings about Ohio State. "From the outside looking in, you can never understand it. From the inside looking out, you can explain it." Thank you.

Mr. Jeffrey Thompson:

Hello. My name is Jeffrey Thompson. Thanks very much for letting me come here today. First, I would like to, for a second time, thank the Board of Trustees and I would also like to thank the School of Earth Sciences for really giving me the many great opportunities that I have

had since I have been here at Ohio State. I would also like to thank the dean of the College of the Arts and Sciences, Joe Steinmetz, and the divisional dean, Peter March, for nominating me with the help of the School of Earth Sciences. I very much appreciate being here; it is a great opportunity. Seeing as I am here for my research, I would also like to thank my research advisor, Bill Ausich, for not only being an incredible mentor and friend, but also for instilling in me a passion for crinoids, which is my area of research and that is something that he has more passion for than anyone on the planet, so I think that it is only natural that it rubbed off on me.

I always wanted to study paleontology ever since I was a kid, but it wasn't until I came to Ohio State that I was really able to do anything with that passion. Since I have been here, I really have been able to focus it and do something awesome with it, so I am very, very happy about that.

I would also like to thank my major advisor, Anne Carey, who is able to be here with me today, for being very supportive and a very great role model and for helping push me in the right ways and I think that is incredible because when you come here as a freshman, you don't know where you are going. The first day I was here, I had an email from her to come and meet with her and it was very helpful. She helps all of the undergraduates in the department and by no means just myself.

Finally, I would like to thank my parents, not only for being awesome parents, but because they are always very supportive of me and they always seem to express interest in what I am doing and I am very, very thankful for that. Especially my mom, I would like to thank because she spent her spring break sitting in a hotel room to support me in a Geological Society of America meeting in Pittsburgh so I could present my research there. I am very appreciative of that.

Thanks again for the opportunity to be here and for the award. It means a lot to me, so thank you.

-0-

Mr. Wexner

I think I neglected a courtesy and I was rude to two people. Evann, both you and Tim Smucker are freshmen to the Board. Although you were introduced in June, you are in the same class as Tim and clearly, Tim, we welcome you and we hope you have a good freshman year on campus. As we have begun to work with you and Evann as a Board, we are complemented by and pleased with both of you for your help, your encouragement, and your participation, so we hope you have a good academic year and a good career on the Board of the University.

Mr. Smucker:

Thank you very much. I am pleased and honored and privileged to be here.

Mr. Wexner:

Don't mess up because the president is in charge of disciple for the freshmen class. You got that Evann? Okay. Mr. President.

-0-

## PRESIDENT'S REPORT

Dr. E. Gordon Gee:

Thank you very much and let me just add my welcome. Evann and I have been pals for quite a while and it is interesting. Evann happens to be a student colleague in our office and so I feel like I am under the scrutiny of the Board 24-7 right now as a matter of fact. Tim and I have known each other for a long time and, of course, coming from that great town of Orville, Ohio and having built one of the great businesses in this country and to have you help us build our world, we are very grateful Tim, so welcome.

Mr. Chairman, at our meeting in June, I ended my report by noting that on the following Monday I was heading out on the first of my summer state tours. It was quite a ride, I can assure you: 2,799 miles, 47 counties, 75 stops, and countless bags of Twizzlers and boxes of Wheat Thins. We made our way through county fairs, farms, wineries, and businesses small and large. I tied on an apron and baked something—I am not quite certain what—in a Kitchen Aid kitchen in Greenville, Ohio. We saw the world's largest pan at the American Pan Factory in Urbana. I am not sure if you know that we have a pan factory in Ohio, the only one in this country. I discovered what heaven must smell like at a family owned Orlando bakery in Cleveland. Five generations, I might just add, of the Orlandos. I can't remember but I think there might be 33 Orlandos working in the bakery business right now. It is quite a remarkable place. Brutus and I drove a tractor together and let the record reflect that we were not cited for any moving violations. Brutus and I also did some dancing with Mother Cecilia and the other Sisters who care for the elderly at the Little Sisters of the Poor nursing facility in Oregon, Ohio. That was part of my penance as you might recall. This year I tweeted about the tours and posted photos on Facebook as a way to bring others on the journey with me. On the Trustees' chairs is a summary of the print and broadcast media coverage of the state tour. It is impressive but there is something those media clips cannot convey and so I asked Tracy Stuck and our team of talented students who planned and attended a number of our tours—we have a tour bus with about 20 or 30 students who go along and do these pop up tail-gates, a wonderful event—and Luc Nutter, who is one of my favorite students at this University, to put together a video that I would like to share with you so we are going to take a look at this video right now.

### [VIDEO PRESENTATION]

Well I must say that the marvels of Ohio are just remarkable and the marvels of our people—11 million of them who really love this University and who, I must say a remarkable thing, I wish that everyone had this experience that I have. I think it is such an affirming experience all the time. I want to say how grateful I am to our students who travelled with me and brought such great energy to the state tours and to Sue Jones. Sue is the architect, driver, and camp counselor for all of my tours. These visits both inform our work on the campus and fuel, I think, all of our passion in the roles of the University in the lives of all Ohioans.

There were, of course, several other single events this summer. Last month's Pelotonia was the most successful yet with nearly 5,000 riders and thousands upon thousands of volunteers and supporters. As of yesterday, we are at nearly \$10 million raised this year alone and every bit of that money supports the work of our Comprehensive Cancer Center. I want to say how grateful I am to our trustees, alumni, faculty, students, staff, and families, all who were involved. Team Buckeye, the University's team, was well over a thousand riders strong this year, which makes a powerful statement about Ohio State believing in investing in itself.

In July, the New York performance of *Romeo and Juliet* by the Royal Shakespeare Company (RSC) left us spellbound as many of us know. The gala performance expressly for the Ohio State extended family was memorable not only for its innovation and its emotion; it was a tangible, moving testament to the role of the arts in contemporary life, the power of partnerships, and the undeniable virtue of well-calculated risk. It is critical to remember that the reach of our partnership with the RSC extends well beyond our campus. Already some 3,000 central Ohio school children have directly benefited from enriched teaching—Stand Up for Shakespeare as we call it—and much more is to come, Mr. Chairman. Next to me is the mastermind behind the RSC partnership. I would like to present you with a memory book, which we have created, and I hope many of you get a chance to see this, Mr. Chairman, thank you very much. Congratulate him for his good work, would you please? And in all the Trustees' places is a compilation of materials about the gala and the strong press attention it received.

Our faculty, staff, and students are winning their own headlines as always. A few highlights: a group of our engineering faculty is making strides in developing new materials that can be sewn into clothing to serve as radio antennas. They are commercializing their work and one of the first uses will be to improve communications for American soldiers. Also in the College of Engineering, Associate Dean Mary Juhas has been selected to join the Ohio Women's Hall of Fame. Dr. Juhas also chairs the President's and Provost's Council on Women.

Our food safety programs are making notable strides, the most recent being the inclusion in a multi-institution grant to study virus-related, food-born illnesses.

I would also like to note that last month The Princeton Review named Ohio State to its best value list. We have long known that, of course, and I sing it from the roof-tops, but it is always better in my view when other people say nice things about us.

I do want to mention one substantial coup for us and for the Board of Trustees. A remarkable historian, Kevin Boyle, who is in the audience today, has accepted an appointment as a faculty member on the Academic Affairs and Student Life Committee. I will just say this, for those of you who do not know, Dr. Boyle is among this nation's pre-eminent modern historians. He has been courted by every major institution in this country; I know that because I tried to court him to come to Vanderbilt. He remains here at Ohio State because he so firmly believes in our unique mission. Professor Boyle's scholarly work brings great pride to the institution. His National Book Award work is one of the great books. If you have not read it, you ought to read it—



*Arc of Justice: a Saga of Race, Civil Rights and Murder in the Jazz Age* and notable in many respects—one of which is that this summer, and I love this, it was selected as the feature title for the Great Read Program by the state of Michigan. The apocalypse is nigh, Kevin, I want you to know that. Kevin, would you please stand and be recognized? And welcome. We are delighted to have you here.

Finally, Mr. Chairman, at the risk of embarrassing you, I will very publicly wish you a happy birthday. One measure of this man is his exceptional devotion to his University. Yesterday was his birthday and he spent all of it, including dinner, working with the Board. Saying that, I will conclude my report.

Mr. Wexner:

Thank you. In self-defense, I will say, have to say, that I made a quick exit from the board dinner last night to have my really birthday dinner and cake with my family, so they ate a late dinner and I got to spend part of the day with them.

I wanted to remark on something that Gordon mentioned and that's the Pelotonia. Three years ago, it was just an idea; and it supports the University, particularly the James Hospital. But this year, kind of an interesting milestone—I think it links to the future—there were 5,000 riders, but there were 35,000 to 50,000 donors because individuals solicit family, friends and neighbors to raise the money to sponsor the ridership. And, in addition to 5,000 riders, there were at least 5,000 volunteers and virtual riders. That is a pretty broad base of support. The interesting thing about this, and I think it relates to other development activities in the University, Pelotonia projects that with increases in outreach across the state to more alumni associations in different communities that it will raise about \$12 million this year. That is what they think they will get to before the campaign ends. Probably greater than \$15 million next year, and they project over the total five year period ahead of us, that it will be \$100 million dollars raised for the James for research. It is gifts of all kinds: car washes, bake sales, contributions of \$5 and \$10 to support individual riders and virtual riders, and probably this year close to 50,000 new names of people who are potential loyalists and supporters of the University so this is a very active and robust program, which had riders not only from all over central Ohio, but all over Ohio and literally from all over the world. People who were riding were contributing on a global basis and it is a marvelous example of the outreach and the potential we have to reach people and connect them to the University not only financially but as loyalists, supporters and Buckeye boosters. It is just a remarkable success, out of nowhere. Three years ago zero. Aggregate funds raised five years in the future will be at least \$100 million. This is really a model program that should be supported by alumni association members all over the state, all over the country. And it is an easy and wonderful way to connect to the University.

Dr. Gee:

I also think that the importance of it is that it has become a signature community event. People way beyond any affiliation with the University or even perhaps interest in the University other than interest in health care and cancer, such that it has become a wonderful

community building event which brings many people, riders from 40 states now come to Columbus to be a part of that.

Mr. Wexner:

I am glad they give the University the chance and the Pelotonia event an extra commercial. Next, I would like to ask Geoff Chatas to give us the financial review for the year. Geoff, thank you.

-0-

[2011 Financial Review. PowerPoint Presentation]

Mr. Geoffrey S. Chatas:

Thank you, Mr. Chairman. Just a brief overview. We had an outstanding year at Ohio State last year, across all fronts, and I will quickly walk through each of the areas of the University. In general as a summary, tuition and fee revenue increased, while state support was flat. Grants and contracts and research dollars increased. Auxiliary revenues increased. Cash gifts to the University increased, and we have a significant return on our endowment, exceeding 15% last year.

If we look first at tuition and fees, you can see that the tuition and fees for the year increased by over \$85 million from the year before. This was a result of higher than expected enrollment, a slight change in the student mix to more out-of-state students, and some increase in fees as well. In terms of state support, as I mentioned, the state support was flat year over year.

Grants and contracts were up \$30 million—the significant portion of that coming from increased federal grants and contracts. And our auxiliary revenues across the University were up 9%, over \$19 million—about \$12 million of that was related to the fact that we had an extra football game last year, but you can see that all of our areas: athletics, housing, food service, parking, and all others had increases year over year and exceeded budget.

The Medical Center had an increase in actuals between 2010 and 2011 in revenues. That was about \$100 million in revenues led by the James Cancer Hospital with an increase of \$70 million. There was a slight decrease in revenues compared to budget: about 2% as a result of decreased admissions to hospitals, although some of that was offset by increased ambulatory care over the course of the year.

As I mentioned, cash receipts for development were up, and the significant increase was in current cash gifts and including the Pelotonia, which is that large red box to the right, up \$15 million year over year.

And then investment income in the endowment you can see, as I mentioned, a 15.5% return across the endowment so that the net investment income for the University exceeded \$350 million. And importantly, the endowment has now reached levels of balance that were equivalent to what they were prior to the market reductions of 2008-2009.

If I turn to a financial snapshot on the expenditure side, operating margins for both the University and the Medical Center improved during the fiscal year. The University operating expenses increased 4%, but that was below the 6% increase of revenues, and you can see that the lion's share of that increase year over year was actually in people in terms of compensation and benefits. We had a 2% salary increase over the year and a 5% increase in benefit costs. The University's operating margin without the Medical Center grew from 2010 to 2011 by about \$35 million, the incremental cash that will show up on the balance sheet. The Medical Center operating margins, although as I mentioned the revenues were less than budget, the actual operating margins exceeded the budget and this is due to excellent expense management by the team over at the hospitals, \$410 million or 7% improvement in margin higher than budget.

If I turn to the balance sheet quickly, cash and investments improved. As I mentioned, the endowment improved. We did add \$620 million of debt. This is predominantly to fund the new student housing in the south corridor and to fund the Medical Center expansion. The net result is that our net assets increased over the period. Looking at cash and investments, you can see that we went from just about \$3 billion to over \$4 billion in cash and short term investments. A portion of that is clearly the bond offerings, but also part of that is long term benefit in the endowment as well as the excellent operating results, which led to more cash over the year. Our debt did increase, reflecting the new issuance for the Medical Center, but we did pay off about \$60 million in debt over the year as well. In terms of capital expenditures, capital expenditures at the University, excluding the Medical Center, were actually down year over year, although there was a significant increase, as you all would expect, in the health system, reflecting the significant spending on the new hospital building. This trend will continue over the next few years.

Finally, as a financial summary, we actually improved that number. The net assets improved by \$500 million, so a half of a billion dollar improvement. Our operating revenues improved by \$130 million. Our operating expenses were up \$100 million, but that means that the net margin was up \$30 million. And, as I mentioned, at the Medical Center, the margin and cash balances improved. Overall, an outstanding year from a financial point of view, and we continue to be in excellent shape financially. Thank you.

(See Appendix II for background information, page 119.)

Mr. Wexner:

Questions, comments?

Thank you, Geoff. I think we then can move to committee reports. Let's begin with Agricultural Affairs; Jack Fisher.

-0-

## COMMITTEE REPORTS

Mr. Fisher:

Thank you, Mr. Chairman and first of all, I would like to welcome the Board and all of our guests here to the Ohio Farm Bureau Nationwide 4-H Center. I hope that during the last couple of days and today you can participate in this building as it is a working laboratory in terms of how we learn about energy efficiency, recycled carpet and the like, so that has been used in this building and certainly has been part of our model in working with Ron and his team and the campus footprint and looking at some of the things we can do on campus.

We started our committee meeting with recognition of Dr. Bobby Moser, our dean, who has announced his intentions to transition into retirement here in the next couple of years. We wanted to reflect on what he has done over the last twenty years in his leadership and how we network and actually carry out our outreach of this University. We had a representative, Paul, from the Ohio House of Representatives, the chair of the Agricultural Committee there, our director of agriculture, Director Jim Zehringer, and we talked about the collaboration and the outreach as it pertains to Ohio agriculture, agri-business, and indeed all we do for citizens of Ohio in terms of food, energy, fiber and fuel.

From that, we talked about how we can work together in the future in terms of our new outreach opportunities as we look at our centers that we talked about this morning and as we enhance our efforts relative to economic development, job creation, and how collaboration with our extension educators in partnership with agri-business can sustain and create jobs focusing primarily on food, bioscience, energy and health areas. As we work forward here in transitioning, first and foremost, on behalf of the Board, I ask Dean Moser to stand up. There will be several of these recognitions over the upcoming years, but certainly, we have all been the beneficiaries of his leadership for a long time.

Dr. Gee:

Can I just say something? Dr. Moser was one of my first appointments in 1991, and I must say that we are going to have a lot of chances to talk about Bobby. There have been few, if any, people who have been more transformative in terms of both his own leadership and what he has done. Remember, it was a very traditional College of Agriculture, very traditional, when he inherited it. Think about it today—Food, Agricultural, and Environmental Sciences focusing on collaboration across the states in so many ways. Having moved from just production into food safety and all the other areas and the environmental side of it is just remarkable. The only difference between Bobby and me is the fact that Bobby was smart enough to stay in one place and he has done so very well and very effectively.

Mr. Fisher:

Thank you, Dr. Gee. In addition, we would welcome you to the Farm Science Review, which will be held here September 20, 21, and 22 just west of town here in London, Ohio. You will have the latest exhibits relative to all the machinery, equipment, seed—everything that we do in the industry of agriculture, agri-business. And you certainly are all welcome.

From that, we move to a review of what happened with our tornado up at the Wooster campus, just nearly a year ago this coming week, and

the first thing I want to focus on, you know, we talk about continuity planning, risk management, and the need to have that and the importance of having that across campus. I want to share with the Board that the plan was in place and it worked exceptionally well—from all the folks here on campus and all of our faculty and staff up at OARDC working together relative to public safety, executing a plan, the importance of external and internal communication, both on campus and at the community there. Everybody's response was immediate and also ongoing and so I am happy to report what we prepare for in disaster planning and assistance worked very well. We actually reviewed the insurance package and what can we learn from that. We were covered extensively there so that was part of the plan that worked very well. We are also looking at how we can learn from this last year there and enhance our current comprehensive risk management plans on a campus-wide basis.

A couple of numbers: there were 79 structures, 24 greenhouses, the loss of 1600 trees and 36 vehicles. Total damage to date is in excess of \$28 million from the tornado at OARDC.

Lastly, we are now engaged in planning for replacement space. A lot of the repairs have been done. We are looking at how we replace the ag-engineering and some of the green houses up there, so here is an area we would work with planning and your committee, Ron, going forward for the campus there at OARDC.

The big note here is a big thank you to several of you in the audience who participated in helping everybody get through a very difficult disaster and things went very well.

Lastly, we heard from Dr. Ron Sega, who again is an example of great collaboration, in this case, between Ohio State and Colorado State as we look at our opportunities for sustainability with the full definition of sustainability being energy efficiency, how we do more things in an environmentally friendly way and how we incorporate both that research and thinking and using the entire campus and all of our disciplines to learn together and to provide new leadership for all of society. I would highlight that we do have a program going on that all of you participated in last Saturday, that is zero waste from the stadium. The first exercise did have some glitches; we do have some work to do, but what a great way to emphasize recycling and sustainability in a visible way for the campus. We were proud of that project and encourage all of you to participate in the future weeks. Thank you, Mr. Chairman.

Mr. Wexner:

Thank you. Questions, comments for Jack? If not, let's move to Committee on Trusteeship. Alex?

Mr. Shumate:

Thank you, Mr. Chairman. On behalf of our committee we have two action items to ask for Board approval. The first is number one on the consent agenda. There has already been a reference to the appointment of Kevin Boyle to the Academic Affairs and Student Life Committee. This is the official resolution to consummate that. The Committee on Trusteeship worked with the chair of Academic Affairs

and Student Life following a process for the selection of a faculty member to become a member of that committee. By way of review, we consult with faculty leadership and receive recommendations from faculty leadership on possible appointments to our committee. We then receive the written background—their resumes and other relevant documents on each faculty member that is recommended for an appointment to the Academic Affairs and Student Life Committee, and then we conduct individual interviews with each of those candidates. We interviewed three candidates this year.

I would just like to read a paragraph from the letter that was sent to Professor Boyle regarding his selection. That paragraph reads as follows: "The interview committee agreed that all of the faculty candidates with whom we met were exceptional in every regard. Your selection, Dr. Boyle, is a mark of the high esteem in which you are held by your colleagues in the University and the positive impression you made on our committee. The time spent in conversation with you and your fellow faculty members was, for all of us, a valuable reminder of the first rate work being done in teaching, research, and service at this institution." Mr. Chairman, I would like to positively recommend approval per the consent agenda of Kevin G. Boyle, Distinguished Professor of History, for appointment to the Academic Affairs and Student Life Committee for a two-year period.

Mr. Wexner:

Questions, comments? Thank you.

Mr. Shumate:

Secondly, this is a separate resolution. With the appointment of new trustees, with the retirement of other trustees, the Trusteeship Committee, as part of our charter, reviewed the committee appointments for 2011 and 2012. All of the trustees have at your places, the recommendations for appointments to those committees. We consulted with our chair regarding these appointments. There is an annotated copy of the committee rosters that highlights the changes that we are recommending and, again, on the behalf of the Trusteeship Committee, I would like to propose a motion for approval.

Mr. Wexner:

Second?

Mr. Horn:

That will be voted on after the consent agenda.

Mr. Wexner:

Very good. Thank you.

Mr. Shumate:

That is all that we have to report, Mr. Chairman.

Mr. Wexner:

Thank you, Alex. Any questions, comments, input, or feedback for Alex? Okay Alex, you got off lightly. Bob, we will see if you do as well with Audit and Compliance.

Mr. Schottenstein

Thank you, Mr. Chairman. First thing I want to do is recognize and thank the members of the Audit and Compliance Committee for all their hard work over the past couple of months. Since our June meeting, our committee has met three times, including yesterday. We met on July 22, August 30 and, as I said, yesterday. The members of the committee have, I think, just provided a great service to the University.

During the course of those three meetings, the committee heard regular compliance updates from a number of business units within the University, including Business Continuity; Student Life; Facilities, Operations and Development; and the compliance update from the Office of the Chief Information Officer. In each case, the reports were well received and the committee was satisfied by the compliance work being done by those units. The majority of our time, which I would just like to take a minute to talk about if I could, as I think the members of this Board know well, during the past three meetings has been in connection with the undertaking of the University wide compliance review. I thought I would take just a few moments to update the Board on exactly where we are. I think we have made significant progress and that is largely due to the stewardship provided by both Mr. Chatas and Mr. Culley, who have been charged with playing quarterback, if you will—managing and reporting this oversight in a comprehensive review process, reporting directly to the Audit and Compliance Committee. Chris and Geoff have worked very hard. They have put together a working group, and they have kept us on task and on time. We are very fortunate for that.

The first step in the process was to set out to hire an independent consultant or, as it turned out, consultants, who possess subject matter expertise in the area of compliance. The idea was that this independent consultant would effectively serve as the project manager, managed by Chris and Geoff, but all along reporting directly to the Audit and Compliance Committee. The consultants have been selected. At the close of my report, if it is okay with the chair, what I would like Mr. Chatas to do is just to take a moment to share with the members of the Board and those who are here with us today, what we believe to be the very unique qualifications and expertise of the consultants we have selected. They are a company called Protiviti and the New York law firm, Dewey & LeBoeuf, who will work hand-in-hand in providing us with the oversight and review that we seek.

In terms of where we are in the process, before we take a minute to talk about their specific qualifications, the first step, which has already started, which is being undertaken by a working group that Mr. Chatas and Mr. Culley are managing, was to do a comprehensive inventory, a very complete inventory, of everything we do and how we do it in the area of compliance, including our current practices; the organizational structure associated with each; the qualifications of the individuals who manage the various compliance units; all of the internal audit reports that have been submitted to date; and the practices, the policies, and the procedures that go with it. The first thing that we wanted to make

certain we did, and this was also something that was critically important to our independent consultants, was to understand what we do and how we do it today. The consultants are going to take that information and they are going to not only assess it and analyze it, but, more importantly, they are going to use it in connection with the very intense benchmarking, whereby they will look at and review compliance systems at, not just universities public and private across this country, but also select financial institutions, select for-profit corporations and research institutions. There are a lot of unique and interesting practices out there and it is clear to us, and it has been affirmed by the consultants, that it is important that we widen the scope of the benchmarking and look well beyond, as we always intended, look well beyond just institutions of higher education. The goal is for that benchmarking analysis and review to be complete in the October-November timeframe. We think we can achieve that as we talked about it at yesterday's Audit Committee. The goal is to get it done right, not quickly, but we do think we can get it done sometime, hopefully, before Thanksgiving.

In connection with that benchmarking review, the consultants will present various possible options for redesign, if you will, of our practices taking into account reporting lines, the independence of the individuals involved, maximization of conflict avoidance, oversight, training and ongoing education for those that are charged with this responsibility.

The ultimate target date for completion to come back to this Board with a new, revised recommended structure is in the January timeframe. And I think we are, at least so far, on track with that.

What I would like to do is to ask Geoff, if he wouldn't mind, to take a few moments to just share with the members of the Board and those that are here the qualifications of Protiviti and Dewey & LeBoeuf.

Mr. Chatas:

Thank you, Mr. Schottenstein. We interviewed seven firms for the assignment, and our initial goal was to hire one firm, but it became quite clear when we looked at the task at hand—which is looking at the organization of compliance, the process of compliance, and then the legal process around compliance—that we needed two areas of expertise. When we looked at those seven firms, these two really provided the most outstanding experience in those areas. Protiviti has actually worked in higher education extensively. It has higher education practice and they have actually been working in helping us in our financial aid compliance at Ohio State, and they are really the experts in that process compliance. Dewey, similarly, has had significant experience in the legal process of compliance, and when we looked at the experience they both had in the areas of health care, the student financial aid side, of research, and then of athletics, these two firms had the partners who had the experience in those areas quite strongly. It was our recommendation, which was accepted by the committee, to engage the two of them to carry out this work.

Mr. Schottenstein:

Thank you. Unless there are any questions, that concludes my report.



Mr. Wexner:

I have a question. In retaining these firms, is there any engagement with the Board, interviewing Trustees to see their concerns, opinions, or how they think about this area because you have Trustees that have had significant compliance experience because of their professional business career lives.

Mr. Schottenstein:

That is a great point, Mr. Chairman. First of all, the consultants are going to report directly to the Audit and Compliance Committee and intensely engage with us and that started yesterday. Various members of the Audit and Compliance Committee fit that bill, but the fact is, I do not know who they are going to be interviewing and who they are going to be talking to. I know it is a wide array of people, but we will make certain that we put that to the consultants—that is a good suggestion. I think they would do it anyway, but we will make certain that they do.

Mr. Wexner:

If not, I would encourage individual Trustees to contact Bobby and volunteer for that because you have different interests and experiences, and I think our input as they begin their work would be helpful.

Mr. Schottenstein:

From this being taken out of context, from the very outset, I think the first conversation I had with President Gee about this as we got started, and I think a conversation I had with you as well, Mr. Chairman—we talked about how there are really two elements of compliance and this came up in our discussions yesterday. One is the architecture of the compliance system, and that is really important. But no matter how good that design is, the other piece of it is the intangible, which I think we have very strong commitments to integrity here that it is that intangible, known as tone at the top. And if the tone at the top matches the architecture in a good way, as we talked about at our meeting yesterday, I think that we will absolutely—and I believe it does and I believe it will when we are done—that we will end up with a system that is truly a model. One of the things that was pointed out in our meeting yesterday, and if other members of the committee want to comment on this I would encourage them to, was that both Protiviti and Dewey & LeBoeuf were not just interested in the engagement, but commented on the fact that, to their knowledge, no institution, and they were not making this statement as if it were something to be proud of, but it is just a fact that Ohio State is ahead of the curve here. No institution has engaged in this kind of a deep dive thorough assessment in this area, and as we have talked about before, what happened in athletics was regrettable, but it did present us with an opportunity to get better. I think that, as a Board, I think that the members of the committee feel, and I hope that the other trustees feel, that we are not going to waste this crisis, if you will, and use it as an opportunity to get better.

Mr. Fisher:

Mr. Chairman, Chairman Schottenstein has, in our work in the last several months, reached out to several trustees and other disciplines for their expertise in doing our work, so part of what you are talking about here, I think we have started that within the committee.

Mr. Wexner:

Comments, additions? Very important work, Bob, thank you for what you and the Committee are doing. I think we can move on to Advancement, Gil?

Dr. Cloyd:

The Advancement Committee met yesterday. We were privileged and pleased to have Chairman Joe Damore and the Alumni Association Board join us for our committee meeting yesterday. Obviously, when we talk about goal areas of awareness and engagement—financial in our advancement model—these dedicated individuals that serve on our Alumni Board certainly capture that engagement element in a very strong way.

Mr. Kaplan then provided a report on development activities for the last fiscal year. Positive results there. Last year, our totals were \$407 million that was 125% of our goal of \$325 million.

The Students First, Students Now philanthropic effort was also a great success. We set a goal to raise a \$100 million for that for scholarships, and we finished that work raising \$116 million.

Importantly, the University set a record last year for \$1 million plus gifts. We received 40 of those. Obviously, when we think of development, all support is needed and welcomed, but when you start thinking about where the major activities occur, and particularly, as we think about a campaign that we are going through in our model, we are no different than other universities, and in our own case, 46% roughly of the total amount we want to raise in a development campaign is going to have to come from \$1 million plus gifts. We are no different than any other institution in that regard, so I am really heartened in what is still a very difficult economic environment out there that the University set a record with that number of million dollar plus gifts this last year.

Mr. Katzenmeyer then provided an update to the Committee on our advancement model in four areas. I think the Board members can appreciate when, in an organizational structure, you see an approach that provides great opportunities as you can integrate across different groups. But, of course, it takes a lot of hard work to get that work done.

The first area that we had a discussion about related to a group called the Advancement Task Force, which Andy Gurd is leading. The process they have right now, they are engaged in a series of one-on-one interviews with all the other deans and unit leaders in the University who are going to be involved in the advancement model with a primary emphasis to make sure everyone has a common understanding and sees a common vision of the opportunity we have in the advancement model that that is well understood by all the units, but also to really begin identifying more specific opportunities we have to integrate to become more effective and efficient. And also,

importantly, identify important questions that come up in a major change like this.

A lot of that work is being done. The timeframe planning on that is to have all of those interviews completed and a report prepared by October, which will give us good direction on particularly some of the structural and operational change opportunities we have.

We then talked about the advancement database system. When Ms. Kass led the work as we got into the transition activities, one of the huge, big opportunities we saw to leap forward, but also one of the potential big barriers we had to achieve integration, was if we could not get to a common database system for all the key stakeholders. The new system that has now been worked on over the last couple of years is going live this week. They call it TAS, and I kind of like it because they have gotten rid of a lot of legacy systems so when you say The Advancement System, it just has a ring to it that I like, that this is the one that should be used. Even right now, we should be able to manage University relationships as it is related to donors, alumni, friends, employees, corporations. We are going to have over a 1 million alumni and friends in the database system as it exists right now. It includes over \$6 million gift-related transactions to the University. It will be accessed now by 500 plus Ohio State employees with appropriate privacy and confidentiality things in place, but employees that are engaged in the various elements of the advancement model, so we think of marketing and communications, the Alumni Association, the development office—so that we can have a common system that all of those groups will have common access to that will really enhance the effectiveness and efficiency.

It took two hard years of work to get this in place, and in the coming year in 2012, the next key units that will get totally incorporated in there will be some additional working alumni associations, the Wexner Center memberships. And we will also begin to have the capability to have all life event registration and alumni and development activities coordinated on this one system. It is going to be just a huge enhancer of effectiveness and efficiency.

Secondly, one of the other major things we want to do is to get a single point coordination of development and alumni events here at the University. The committee was advised yesterday that Becki Crowell will assume leadership of a new organizational events office that we are going to have here at the University.

Another major opportunity area then to address is all of the communications that we provide from this University. We have had an integrated editorial work group taking a look at this, and if you think there are four major print and e-publications at the University, the Ohio State Alumni Magazine, Connect, Ohio State Impact, and OSU OnCampus. The University is actually spending \$2 million annually in just these various activities to get this material out. The goal is to ultimately get to where we are thinking of One University, of an explicit mission and objective for each one of our communication vehicles, develop them that we have common kinds of messaging, which does not prevent tailoring, but unifies what the University message is going out through these vehicles, and then also ensures that as we look at the work that is done to these vehicles, and with key stakeholders, that it is done in the most effective and efficient way. The team has

developed, after a thorough assessment, a list of three major recommendations. I am not going to go into those today because it has just been done. They have been handed to Mr. Katzenmeyer, Mr. Kaplan and Mr. Griffin, and they are going to be working through the details of how we can be most effective and efficient with our major communication publication activities. They anticipate by early 2012 that they will be ready to determine what actions they will take, based upon those recommendations.

Finally, the Team Buckeye captain, Mr. Griffin, led a report of Pelotonia coming back to the point that the chairman raised at the start. This is just an outstanding activity, as I mentioned in our last board meeting, it is now, from what it started just a couple of years ago, the largest annual fundraiser for The Ohio State University. It has gotten there in two years. As was mentioned, we will actually run through October, but already in hand is over \$9.4 million. Team Buckeye has done over \$1.6 million of that. It is great results, and as one of our committee members said yesterday, Mr. Kessler, which I thought was the final punctuation point, "This is all cash." So it is just some terrific work and, Mr. Chairman, as you alluded to, how high is high? None of us know, but it is just a great opportunity, and it is a great event. That concludes my report.

Mr. Wexner:

Thank you very much. Comments, questions? Thank you very much, Gil. Physical Environment, Ron Ratner.

Mr. Ratner:

Good morning. I guess after three days of this board stuff, it is getting a little foggy. I asked for a raise yesterday, and I was told I could get a 50% increase in my base, which is kind of nice. In any case, we started our meeting yesterday with a report, actually basically the same report that was given to Agricultural Affairs on the recovery at the Wooster campus. And the conclusion I came to, obviously, was that we, and when I say we here, the One University model really worked. Everybody pitched in, everybody got a lot of work done. I think we have done a great job of recovering. When you drive the OARDC campus, you realize the loss of, whatever it was, 1600 trees. We had one of the great arboretums in the world, and I think that is going to be very hard to recover from. We can rebuild the buildings pretty quickly and, fortunately, there was no loss of life, but the ability to recreate some of the magic of that facility is going to be a long time coming. We are well on our way of doing that, and I think the important thing is that the very important research that goes on there is really back in full swing. We have temporary greenhouses already in place. Obviously, there are a lot of lessons to be learned, but in this case again, as it seems to be at our board meetings, there are a lot of thank yous to be given. Both the team in Wooster and the team here led by Lynn Readey and the group in Facilities Operations and Development (FOD) really did just extraordinary work, and I would be very complimentary towards that and aware of the constant challenge. All of those plans that we make, unfortunately you occasionally need them and in an institution as large as we are, recovery plans are at some point going to have to be put into effect.

We then had a short report on the status of construction reform in the state. It is actually a significant event that happened this summer and buried in House Bill 153, which is the budget bill, was basically the elimination of the whole multi-prime contracting condition that we have been struggling with for 137 years. It probably was very appropriate 137 years ago. It was probably very inappropriate 100 years ago. It has taken us awhile to enter the modern period. There is some rule-making that has to happen, but hopefully, that will be done by the end of the year. And when that is done, these new provisions will be fully in effect, and we will be basically free to contract—as every other state, as virtually every company, every contract that I know of that construction across the country has done—through one of a number of methods from construction manager at risk to design-build to a standard general contract. Hopefully, these new rules will be in effect for two or three of the contracts that I will refer to later, but it is a major change and a very significant one for us. It will help us to be significantly more cost effective and particularly more effective in terms of just the delivery process. I forget the number—how many construction projects do we actually enter into in a year?

While we talk about the big ones here at the Board, a lot of what happens here at the University are smaller contracts: \$50,000, \$75,000, \$200,000. We are constantly doing work on our facilities. Every single contract was subject to, except for the very tiniest ones, the most cumbersome set of rules that really got in the way and affected the management. So that is a significant change and one that really was—we really worked hard to try to get it done last year, we were unsuccessful—but it was done this year in the budget bill.

We then had some project status updates. Because we do so much on campus, I basically asked that the updates really be on an exceptions basis. The only two I will refer to are two places where we are not necessarily having a red light, but a yellow light, if you will, on our project reporting basis.

One of those is the south high-rise. In general, the construction of the south high-rise is well under way, and everything is basically going on time and on budget. There is one very specific issue where we had a problem with drilling the geothermal wells. It was due to an unexpected sub-soil condition. One of the curses of going in the ground is that soil bearings are just tests and you find that they are not necessarily ever completely accurate. We found conditions underground that we did not anticipate. We had to change the drilling method, and in order to do that, we also had to change the contractor because the original contractor was not capable of, and did not have the equipment to do, the method that we now need to use. That means that we are going to be about a year late in completing the geothermal wells, but I am told that we have a recovery plan that will allow us to make sure that the building opens on time and on schedule. There will be some longer disruption, if you will, of the south oval which none of us anticipated, that none of us wanted to have, but we will live through that and get that back in shape. When we are done with this facility, we will not only have a state-of-the-art physical facility in terms of what it offers to our students, but also in terms of the issues with sustainability; we will have really a landmark facility in the utilization of geothermal heating and cooling.

The other minor problem is part of the infrastructure planning with campus electricity. Our electric grid upgrade included the need to bring a power line across the river and that was being done in contract with AEP, but the AEP schedule with their project has fallen behind, so we found an alternative method of being able to do that, and again, that is part of what is needed to service the Medical Center, but we will have that well in hand. Although it will be delayed from its original schedule, it will be fully complete in time to service the Medical Center as it is completed.

We then went into some construction contract approvals. All of these are on the consent agenda. Two of them relate to infrastructure projects: the water treatment facility that supports the power plant and the extension of the steam system—of the repair and replacement of a lot of the steam lines that underlie the campus.

One comment that I wanted to make about this is that we have a large-scale infrastructure plan in place. It is a multi-year plan. You are constantly hearing referrals here to individual approvals, whether it is water treatment, steam system, electric upgrade, chiller plants themselves, but we are now working off of a single infrastructure plan. We have a staggering amount of underground infrastructure. We really are a small city. We run a small city, and I think we have very capable people, but we have done a terrific job of also bringing in outside help to really create a long-term plan, if you will, for what goes on underground on our campus. You will consistently hear references to it. I will admit that after a while, I begin to be out of my depth again on chillers and steam pipes and stuff, but fortunately we have people that do know and understand it.

The other two are very exciting projects that we are being asked to approve the ability to enter into construction contracts. One of them is the Sullivant Hall reconstruction. It is a wonderful building. It is a project we have been studying for years. I think I have been on the board for three-and-a-half years, and I think it was a hope at that time that we would get it done, and we are now ready to really start the process. It is very complex to redo Sullivant Hall because it is an existing building with a lot of historic character to it, and we are also putting into that building, we are relocating the Billy Ireland Cartoon Museum as well as really massively rebuilding, if you will, a lot of our arts facilities. The dance program will be moving in there along with a number of arts-related activities. It will give us a lot of flexible space. We have an auditorium, which can also function as a small theater as well as a classroom for space. It is a very well-conceived reconstruction. It will be an exciting building. It is at a very important juncture of our campus, and it also supports the framework concept of really beginning to get our cultural facilities, our cultural activities out towards High Street where they can really be outreached to the community. I am excited with the plans. I think it is going to be a marvelous project, and it looks to be a project that is going to be extremely well-executed.

And then, of course, the other building is the CBEC Building. I will try to say this—the Chemical Bimolecular Engineering and Chemistry Building. You now know why it is called the CBEC Building because any time anybody tries to say its full name, you sort of stumble on the words. Again, we have heard about this project before. This is the building where we were able to get two departments: Chemical and

Bimolecular Engineering and Chemistry to share a building, to share facilities. In doing that, we are able to utilize our pledge in the framework plan that we have no net new academic space, although this is significant rebuilding of academic space. We are tearing down, by the way, four smaller existing buildings that were outdated and way past their useful life. We also recreated a significant part of the academic core of campus. An appropriate building, appropriately sited, and again, a direct result in that sense of the framework plan, and then I think the building itself has been very, very well designed. I think it is going to be an exciting facility. Again, lots of initiatives buried within there. Probably LEED silver status is what we are aiming for in this building, as well as a building that will function very well for both of those departments and for the general academic community.

So those are the four contract approvals on the consent agenda. And then there is one other item that we are going to move forward for the Board's consideration, which again is the fruit of a multi-year effort at the University through so many different components of the University, led, of course, by Dr. Gee's strong commitment to really re-thinking the college experience on this campus. I think it is interesting because the first mention I saw of this, or the first draft, it is referred to as North Campus Housing. It is now the North Campus District Transformation. We all learned yesterday in our committee meeting that we do not describe the North Campus Housing as a housing project. It is really a student experience project and I do not mean to be the least bit cynical about that. This is really true. This is really an effort to transform the way students live on campus, the way they interact with each other, with faculty, with staff, and the way they really experience their first two years of life at Ohio State. It is a very challenging project, and what we are asking for approval to do is to initiate the design process. It is a \$4 million budget to do that. We have a series of steps that we have to take. We have to complete really what I refer to as the programming phase—making sure that we have the right components and we have thought them all through correctly. And then, of course, there is the planning. While you normally have some planning component in an architectural project, because this is an entire district that includes multiple buildings and a significant amount of land as well as a set of relationships to adjacencies that are both challenging and exciting as well as very complex—the first activity is really more of a planning activity than an architectural activity. And then we will be directly moving into architectural design so we can get, fairly quickly we hope, to a set of architectural schematics, planning schematics, that will let us confirm the costs and make sure that we can come back—and we will go through a series of reviews with this both within a working team, within the University administration as well as with the Board, because this is one that we want to get right. It is a major project. It will end up being, probably next to the Medical Center expansion, the largest single facility project that we have ever undertaken on campus and it is truly transformative. I am truly excited. Everybody has done a lot of work on this, but there is a lot of work to come, so I am very excited that we are actually moving that on to the agenda today. And I do not think that any Board member should think that they are not going to be called on; you will be. You will be asked to work and participate on this because this needs full participation. I know we will get it from students and staff at the University, and I think that we can, as a Board, pledge that we will also be very helpful for this effort. So that basically concludes my report. All good things!

Mr. Wexner:

Thank you. Questions, comments? You got off very easy. Okay Alan Brass, Medical Affairs. Complex; not so easy.

Mr. Brass:

Thank you, Mr. Chairman. Medical Affairs did meet yesterday and we had a very, very lively meeting. We went over a number of critical things, and I will try to summarize those quickly in light of our time.

First of all, three very important appointments are happening at the Medical Center right now. The first was that Charly Lockwood, as our new dean of our Medical School, started September 1. He came to us from Yale, an Obstetrics and Gynecology chief by practice, very involved, very well-funded by the National Institutes of Health, member of the Institute of Medicine, and carries all of the credentials that we really are very proud of as our new dean.

The second appointment, just to make sure everyone is aware of it, is Marty Taylor. Marty is coming to us from Duke, where he heads up both the adult and pediatric cardiovascular program. He is going to be joining our chief, Tom Ryan, and is going to become the executive director of our Ross Heart Hospital. That appointment will be effective October 1.

The last one is Amanda Lucas, coming to us from Nationwide Children's Hospital. She actually was working for both our University Hospital and for the Children's Hospital and will become our first executive director of Harding Hospital. She started September 6. So we had three very important appointments.

I should mention that both Joe Alutto and Steve Gabbe headed up the search for Charly Lockwood, and I think they did a wonderful job. I think we have a great team, great team.

The next item I want to make sure that we are very much aware of is the faculty practice plan conversion. Time is marching on. We are doing this physician by physician to make sure that they are comfortable moving into the new structure. We are being very successful with that right now, and we expect to have that conversion project done by July of 2012. I think we are about 50% done with the conversion now. We expect to be 100% done as of July.

The U.S. News and World Rankings just came out, and for the 19<sup>th</sup> year in a row, our Medical Center has been named one of the top medical centers in the country again and 11 of our 16 programs, our 16 departments, have now achieved national ranking. U.S. News also named our Medical Center the best medical center and hospital in Columbus, and that just came out as well.

In the paper today, if you have not had the chance to see the paper, it reported, "six living kidney donors: six recipients, OSU's Medical Center pulls off complicated chain transplant from one act of love." It is very rare to do a series of transplants in an orderly fashion. Twelve individuals involved and all of them have gone well. All will be going home this weekend. It is amazing how quickly we get them in and out.



Over 100 staff members were involved in this transplant over a two day process to achieve this. Dr. Higgins, who is our new transplant chief, is doing a remarkable job as we build that program.

Something not so exciting, but really important—July 1, Medicare goes under health care reform to the beginning of a new reimbursement program. That is not really exciting to those of you who are not in health care, but let me tell you, Medicare is the largest insurer in the United States of America. They are going to pay for a performance program. Seventy percent of reimbursement will be based on clinical outcome. Thirty percent will be based on patient satisfaction. In the past, you did “X”, you got paid for “X”. Tomorrow, if in fact you do not do it well and the patient does not like what you did, you probably are not going to get paid for it. Therefore, we have got to move the bar up. Now, we are ready for this, but this is a major, major change for this country. Health care reform is starting to be implemented. It is going to be phased in. It is not going to happen overnight, but the transition is very important. I want you to be aware of that and I will be bringing more information back to you. This links directly to the next item that is important, and that is October 15—we go to a fully electronic system at our Medical Center. Now why is that important? Not only is it important from the standpoint of tracking all of our patient records in a very, very efficient manner, but it also allows us to get the database to make sure our clinical outcomes and our performance outcomes are really managed correctly. That is going to be October 15. There are 14,000 people going through certification on this at this point in time. Between now and the 15<sup>th</sup> of October, 14,000 people will be trained on this new system.

Our score card, as Mr. Chatas has already said, the Medical Center had a very good year, a very good year. Our admissions were soft. That is the one area we are watching. The entire country's admissions are down. Our regional admissions are down. Our Medical Center admissions are down, but the executive staff and the physicians and staff at the Medical Center have also controlled their cost very effectively, which allowed a greater distribution as it relates to revenue over expenses even above budget. So, when you take a look at our three big indicators that we watch as part of our long-range plan—and the reason we are watching these so carefully is because we, in fact, are carrying a very large debt service as it relates to this new expansion project—our EBIDA is 12.4% above budget from where we had it budgeted. Our day's cash on hand is at 66 days. We have also beat budget and our debt service at 7.2 %, and that is a really strong debt service. For those of you who watch construction, especially when, in fact, we are now paying down the building, so far we have paid out about \$275 million toward that.

I want you to be aware of the fact that the next meeting or the meeting after that, we will be taking a look at the long-range plan for the Medical Center versus our actuals just to make sure everything is in line as relates to the macroeconomics of the system, which brings me to the project itself.

The project is on time. The project is on budget. Now, when you start to take a look at the project itself, a lot of steel is being delivered every night and then being erected every day. We have our Sports Medicine program, we heard about yesterday, actually down in the hole, working with the construction workers on exercising and stretching and all

those things, so as to, in fact, keep the number of safety issues down to a minimum. So far, we have only had three, which are minor sprains, and that is remarkable.

The Women's Park out front of the Medical Center, the Women's Park with the new Mirror Lake that is going in there is progressing well. If you have not had a chance to drive around that, you will be surprised at the progress. Eighty-six percent of all of the contracts let out so far have gone out to Ohio firms. That is a very strong number. At this point in time, we have activated no circuit breakers. Everything is running just like we had hoped it would. We have \$668 million of construction under contract. By the end of the year, we expect to have \$885 million under contract. And, so far, as I have said, we have paid out \$275 million toward those contracts.

The next thing I wanted to mention to you is a new program that Dr. Mazzaferri presented to our Medical Affairs Committee on patient satisfaction and how we, in fact, are going to increase—although we are very strong already—how we, in fact, are going to improve every patient encounter coming into our Medical Center. Dr. Mazzaferri is an invasive cardiologist. He is heading up a group of 50 people that are working through the Medical Center as it relates to taking this patient focused program right down to when you come in the door to the point you go out the door, and I think it is going to, in fact, have tremendous benefits to us.

The last thing that I would just mention, and I am going to show you a little video up on the screen here, is that we do have two appointments, Mr. Chair, it is on the consent agenda for two board members coming on—one on to our University Hospital Board and one to our James Cancer Hospital Board. So, see if they can run the video right now. It is on channel 6, and if you haven't seen it:

[VIDEO CLIP]

Just a point of interest I think you might find this interesting. As you know, originally it was a \$1 billion project. We added \$100 million to it thanks to a grant that we received for radiation oncology and so on. On the third floor of this Medical Center will be going seven radiation oncology units. Each one of those units, when fully installed, will weigh 300 tons and that is the size, construction, beams and weight that we have to carry in a building like this. Twenty-one stories tall, but the project is going very, very well. And Jay Kasey and Mike Rutherford, I don't know if they are back there—both of them are—Mike is watching the numbers like a hawk and Jay Kasey, our construction guy that is down there every day, is just doing a magnificent job, so job well done folks. That concludes my report.

Mr. Wexner:

Thank you. Onward and upward, I guess in a lot of ways. Any comments, questions? Gil.

Dr. Cloyd:

Alan, on the change in the Medicare payment system, obviously it means we have to deliver good results and we have to satisfy the patients. Do we anticipate any change in our case load? And I guess

what is running through my mind is—would this new payment system cause other physicians and institutions outside of our physician practice network to opt out of Medicare and, therefore, patients have to find care elsewhere, so do we anticipate any impact on our annual patient population?

Mr. Brass:

That is a very good question, Gil. I think at this point, everybody is scrambling to make sure that they are falling in line with the new rules and regulations and the practices, so at this point we are not anticipating that. But, let me go the other direction. If, in fact, you do not provide the proper care, and you, in fact, have to get readmitted, you are not going to get paid for that readmission and, therefore, what you have to watch is you could have a decline as it relates to the amount of payments even though the volume might go up. So, we have to be very careful. This is a double-edged sword as it relates to—will we get volume in from other physicians. Do not anticipate it right now, other than our own internal growth of our programs and signature systems we are developing, but we have to be very careful on the revenue cycle of this system if we do not perform correctly.

[Dr. Gabbe Speaks From The Audience – Inaudible]

Mr. Brass:

And Gil, the other point that I would make is that Medicare will not be by themselves. All other insurers will fall right in line with this. They are going to use this pay for performance methodology once it gets traction, and we will see this with all of them, in my opinion, right now. The fact that we are geared up right now, and the fact that our quality indexes are looking pretty good, I am feeling pretty comfortable right now, but it is something that you just constantly have to improve. Bobby?

Mr. Schottenstein:

I just want to make a comment. Yesterday's Medical Affairs Committee's meeting was just a terrific meeting as they have been. And there has been, and continues to be, tremendous focus on the financial performance of the Medical Center, and we have made enormous progress with day's cash on hand operating margin. Some of us, like me, are starting to learn a little bit about the health care business and all of that is super, super important. The point I want to emphasize, and I think Alan knows how I feel about this because we have talked about it too many times probably, but this notion and attention and emphasis, not for the first time, but really being re-emphasized, on patient satisfaction, and it is not just a feel good item. First of all, this notion of reimbursement for outcomes and satisfaction, most of us do not get paid when we leave our own businesses until people are happy and satisfied with outcomes, so I feel like there is certain rightness to that new standard. Hopefully, it will be implemented properly by Medicare.

Above and beyond all that, it has been my experience in my entire career in at least our industry, that those businesses that do the best job at taking care of their customers often times make the most money and have the best leadership. When we looked at the list yesterday,

and Ohio State's results are very good by the way, we do not need to feel bad about where we are, but we are not the best—we are in the top 20 group, but we are not in the top ten yet. You look at the hospitals that are in the top ten, they are some of the most respected and best reputation institutions that are in this country. There is an amazing correlation between patient satisfaction and reputation. Mr. Chair, you have talked often about the main thing and, Dr. Gabbe, I thought, and Dr. Mazzaferri that is overseeing this, they are very passionate about making the main thing patient satisfaction, and so doing it is going to tell us about our leadership, about morale. You cannot get high patient satisfaction scores if people do not feel well led, if they do not enjoy coming to work, if they do not feel there is a purpose for what they do. And, of course, we are not going to have people out and about the community raving about how great we are as they are right now. I do not want this to be construed as “we have problems,” but my whole point is that I think that the tremendous emphasis that we are now paying to this, even more so than before, is really significant, and I just applaud the effort and support Dr. Gabbe and all of the leadership for really rallying around this as a main cause.

Mr. Brass:

I totally agree with you, Bobby.

Dr. Reid:

I think Bobby made my point. The other thing I wanted to do was to share that there is a direct link between patient satisfaction and health outcomes, and this is not a patient as being happy, that folks smile at them. This means understanding discharge orders, being able to follow through with follow-up appointments, and so forth. And the committee that you referred to is definitely right on that. It is just excellent work.

Mr. Wexner:

Alan, I am curious that how we link patient safety with patient satisfaction from a reimbursement point of view. I would guess the government really cares about patient safety.

Mr. Brass:

I will ask Steve to add to this, but whether it is medication error, falls in the bedroom, or whatever, your program has to be a very robust program, and you have got to, in fact, make sure that the patient feels very good about reporting and that the staff is very, very responsive to it and that appropriate action is taken immediately.

You know that it is amazing that the number of law suits can be dramatically reduced if, in fact, you have good communication and good responsiveness. That goes back to Bobby's point about just good quality patient care, and I think we have got our act together right now inside our Medical Center. Our number of falls and our number of medication errors are coming down every time we get a report, which is good news. Steve, do you want to add anything to that?

Dr. Gabbe:

[Dr. Gabbe Speaks From The Audience – Inaudible]

Mr. Brass:

I go back to our electronic system, also, because we can track this now back to the unit, back to the nurse, and back to the physician, so we can really start to quantify where our strengths are and where our weaknesses are. We are not going to get paid for it unless—if we don't provide the right outcomes—we, in fact, will not be reimbursed.

Mr. Wexner:

Clearly, what I didn't understand was that the patient's safety is part of the outcome performance measures that we would obviously be aware of and work on, but it really does connect to our reimbursements from the government.

Mr. Brass:

Absolutely.

Mr. Wexner:

Good. Thank you. Any other questions, comments? Judge Marbley, I hope that all of your clients are happy and satisfied customers in your professional life.

Judge Marbley:

Both in my professional world and in my life, I am a Trustee of The Ohio State University because, as you know, you save—I think this is the last committee report—you save the best for last, because the students are indeed our clients.

The September 8 meeting of Academic Affairs and Student Life began with the progress report of the College of Arts and Sciences, which was formed in 2008, as many of you recall, when our five arts and sciences units were consolidated into one college. Executive Dean and Vice Provost of Arts and Sciences, Joe Steinmetz, began with an overview of this large college, which has almost 1,200 faculty, some 30,000 undergraduate majors, and more than 2,500 graduate students. The college offers 100 majors and 103 minors, along with 47 doctoral programs and 40 master's programs. To put it in context, Mr. Chairman, our College of Arts and Sciences is larger than many colleges.

In fiscal year 2011, the College of Arts and Sciences had nearly \$80 million in external grants and contracts and \$60.5 million in grants and contract expenditures, and I think that with our commercialization initiative, it bears mentioning that there will be a great deal of commercialization activity within arts and sciences because we house biological science and chemistry. We can expect to see a great deal of commercialization activity in that particular college.

A number of new academic programs, and several new majors and minors, will further broaden the opportunities for arts and sciences students. The college has extensive programs for outreach and engagement including: the Arts Initiative, the African American and

African Studies Community Extension Center, and the Wonders of Our World STEM: Science, Technology, Engineering, and Math program.

As part of the college's restructuring, a new budgeting method, a centralized faculty hiring process, and new interdisciplinary research efforts have been developed. So instead of each unit ordering its pens from a different vendor, all of that has been centralized at considerable savings to the University. Strategic department mergers have been implemented and savings have been realized from streamlining these operations, including \$3 million in savings from centralizing offices themselves.

Dean Joe Steinmetz should be commended for his work in looking at the balance sheet side of this undertaking. Dean Steinmetz also reported that the college will continue to work on culture change, enhanced communication, unified operations and policies, fostering greater faculty and staff participation in the life of the college, and further developing the advancement model. I think that we can look at this, if you want to look at it in a laboratory context, this is really the first frontier of the One University model, because it is our largest single college. What they have done there is taken substantial steps in realizing our president's One University paradigm, and it has become a reality. I don't know if Dean Steinmetz is here today but we certainly thanked him on behalf of the Board during the meeting, and he should be commended for his outstanding work over the past couple of years.

We next heard an update on the conversion to semesters by Vice Provost Randy Smith, who together with Professor and Faculty Fellow Steve Fink, have led the conversion effort. Vice Provost Smith reminded the Committee that the University Senate approved the move to semesters in 2009 and, since then, the process has been overseen by a coordinating committee, working through eight sub-committees as well as college and unit-level contacts. Ohio's other institutions of higher learning including—University of Cincinnati, Ohio University, and Wright State, and several community colleges—are also moving to semesters, and Ohio State is collaborating with those other institutions to share with them the best practices.

Progress on the academic aspect of the calendar conversion includes the development of the weekly calendar; course numbering for semesters—many of our courses had to be renumbered- templates for course and program submission; planning for the May session; and approval for the undergraduate, graduate, and professional programs and courses for the semester calendar. The calendar conversion also requires a considerable academic support system, especially in the areas of advising, student life, IT, space, core business processes and communications. Randy also gave background for the new committee members that brought everyone up to speed. We are on target to have our conversion fully in place in time.

The Committee then endorsed a number of amendments to the Rules of the University Faculty, the naming of the Admission Research Corporation Conference Room in the Electro Science Laboratory in the College of Engineering, the naming of the Janis and Michael Bloch Rooftop, the Janice and Michael Bloch Suite, the Janis and Michael Bloch Cafe and the Janis and Michael Bloch Terrace on the 14<sup>th</sup> floor of the new James Cancer Hospital. You are aware, of course, of the tremendous support that the Blochs have given to the James, and this

is in recognition of that, and this is part of our consent agenda. The naming of the Abercrombie & Fitch Women's Center in the James Care Comprehensive Breast Center, and the naming of the Rohr Café in Mason Hall on the campus of the Max M. Fisher College of Business.

The meeting then concluded, Mr. Chairman, with the Committee's endorsement of a number of routine personnel actions.

Mr. Wexner:

Thank you very much, your Honor. Gil.

Dr. Cloyd:

Yes, Mr. Chairman. I would like to add one postscript to Judge Marbley's excellent report on the semester conversion. It once again shows just how fortunate we are at this University to have such a great faculty that can marshal together around a big challenge, because most of us want to go into deep somnolence to think about what is involved in a semester conversion process, because there is a lot of detailed hard work. But, as was reported yesterday, accepting all of that fine hard work and things that would be required just to get it done on time, our faculty has really come together and very proactively addressed how we enhance the educational experience, how we enhance the course work that students are going to have. Rather than treating it as a difficult, complex job that needs to get done on time, it has been seized as an opportunity to further improve our educational programs and provide a better outcome for our students. Once again, it was another example of how fortunate we are to have such outstanding, supportive faculty here at Ohio State.

Mr. Wexner:

Well said. Thank you. Any other questions, comments? Well, my wife has told me about the importance of federal judges, Monte, so whatever you say is always the most important. It may not always be the last word, but in this case the last word goes to Finance and Bob Schottenstein.

Mr. Schottenstein:

If it would please the court, and even if it does not, what I would like to do, Mr. Chairman, is ask Mr. Chatas to make this report.

Mr. Chatas:

I will make this brief. We had two presentations yesterday. I discussed the 2010-2015 capital update. You may all recall that that is a \$2 billion capital spend that this Board approved in March of 2010. We are about 33% of the way through that spend and, predominantly, we are on budget and on time. So when you look at the whole \$2 billion, I can say that that gets a very clear green light at this point.

We then had Jonathan Hook give us a review of the endowment and returns for the year. The fiscal year returns for 2011 were 15.5%. This compared to our benchmark of other like endowments of 13.7%, so significantly above that endowment.

We also discussed the work of our Investment Working Group which meets four times a year now to provide oversight to the endowment. We are currently undertaking a review of the underlying investments of the endowment to make sure that we are within our risk tolerance ranges. We did that about six months ago and our risk adjusted returns are well ahead of our benchmark. In other words, we have lower risk investments at higher returns, so the team is doing an outstanding job.

After that, we had seven items for the consent agenda, two of which have already been discussed for the group. The others I will briefly walk through.

The first is the fiscal year 2012 budget. This is the final budget for 2012 fiscal year. This includes projected revenues increasing 4.9% to \$5 billion, that we will lose \$65.3 million in state support this year, which will be partially offset by a 3.5% tuition increase, which was approved by this Board in June. Other mandatory fees and most other fees for our students were held flat year over year. This was an attempt to make sure that we could keep the cost affordable for our students, so the total overall increase was not 3.5%, it was actually 3.3% for most of our undergraduate students. We have a salary merit pool increase for the year of 2%, and we will be funding in excess of \$10 million of various academic initiatives this year, including the semester conversion project.

The second was an authorization to enter into the construction contracts, which were discussed earlier in Physical Environment Committee. I will just add that the total of all those contracts is \$353.6 million, but all of that is part of the \$2 billion already approved last year.

The next was an authorization for a long-term lease and concession with respect to the University parking systems. We had a robust discussion about this yesterday and, at this point, we are asking for permission to go out and seek requests for qualifications and to solicit proposals to give us an indication of the amount of consideration we might be able to raise, and the terms under which we may be able to raise that money, and we will obviously come back and have a discussion about that as we go forward.

Next was an appointment to the Self-Insurance Board. As you all are aware, the University self-insures in a number of areas, and our university treasurer is one of the board members, so we are asking you to appoint our new university treasurer, Mike Papadakis, to that board.

The next is an authorization for the issuance of an additional general receipt bonds. We are asking for approval to issue up to \$0.5 billion. This is all, again, part of the 2010 to 2015 capital plan. We had indicated that we were not planning to issue that debt until next year or the year after, but as many of you are aware, there is a fairly serious dislocation in the markets right now, which is proving to be very favorable to high-credit, quality institutions like Ohio State with our double A1 rating. And we are looking at what is called a century bond, which is a quasi-permanent form of capital that allows us to borrow money for 100 years—interest only—for that 100 years with a



repayment of that money at the end of the century. We will be reporting back, but this is the authorization that would allow us to proceed with that issuance.

The next item was a sale of real property. You all may recall that this Board approved the purchase of an FM station for WOSU Classical Music and, at that time a year ago, we told you that we would sell the AM station to predominantly cover the cost of that acquisition. I am pleased to report that we have actually negotiated a deal to sell that AM station for \$2 million, which predominantly covers the cost of that FM station and, with that sale, we will be selling 39 acres of land in Grove City, where we have six AM transmitters as well as the WOSU AM frequency. That is being asked for approval today as well.

The last item here is the approval to enter into the professional services contract, which we discussed for housing.

Mr. Wexner:

Thanks Geoff. Any questions, comments? Geoff, thank you. If there are no other questions or comments for the committee reports, we can move to the Consent Agenda. I ask Dr. Gee to present it, please.

Dr. Gee:

As to the century bonds, I just want to announce to the Board, I intend on being around when they are paid off.

-0-

## **CONSENT AGENDA**

Today, we have a total of 16 resolutions on the Consent Agenda. We will be taking a separate vote on item #3, and a separate vote on the additional resolutions brought forward by the committees; therefore, we are seeking approval for the following:

### **FACULTY APPOINTMENT TO THE ACADEMIC AFFAIRS AND STUDENT LIFE COMMITTEE**

Resolution No. 2012-01

Synopsis: Appointment of a faculty member to the Academic Affairs and Student Life Committee is proposed.

WHEREAS the Committee on Trusteeship in consultation with the Chair of the Academic Affairs and Student Life Committee established a process for selection of a faculty member of the Academic Affairs and Student Life Committee; and

WHEREAS the Committee on Trusteeship shall bring forward a recommendation to the full Board of Trustees; and

WHEREAS David G. Horn, the first faculty member who was appointed to this Committee, has resigned effective July 1, 2011 to accept the position of Secretary of the Board of Trustees:

NOW THEREFORE

BE IT RESOLVED, That Kevin G. Boyle, Distinguished Professor of History, be appointed as the faculty member to the Academic Affairs and Student Life Committee for a two-year appointment, effective immediately.

\*\*\*

#### **APPOINTMENT TO THE SELF-INSURANCE BOARD**

Resolution No. 2012-02

Synopsis: Appointment of a member to the Self-Insurance Board is proposed.

WHEREAS the Board of Trustees directed that a Self-Insurance Board be established to oversee the University Self-Insurance Program; and

WHEREAS the Board of Trustees on December 6, 2002, approved the expansion of the University Self-Insurance Program to include the faculty physicians and their clinical staff who are employees of Ohio State University Physicians, Inc.; and

WHEREAS all members of the Self-Insurance Board shall be appointed by The Ohio State University Board of Trustees upon recommendation of the President; and

WHEREAS Tom Johnson was reappointed to the Self-Insurance Board in May 2010 with a term that expires April 30, 2012; and

WHEREAS Tom Johnson has resigned from this appointment effective August 1, 2011.

NOW THEREFORE

BE IT RESOLVED, That the following individual be appointed as a member of the Self-Insurance Board effective August 15, 2011 for the term specified below:

Michael Papadakis, Vice President for Financial Services, University  
Treasurer, unexpired portion of the term ending April 30, 2012  
(appointment)

BE IT FURTHER RESOLVED, That this appointment entitles the member to any immunity, insurance or indemnity protection to which officers and employees of the University are, or hereafter may become, entitled.

\*\*\*

#### **AMENDMENTS TO THE RULES OF THE UNIVERSITY FACULTY**

Resolution No. 2012-03

Synopsis: Approval of the following amendments to the *Rules of the University Faculty* is recommended.

WHEREAS the University Senate pursuant to rule 3335-1-09 of the Administrative Code is authorized to recommend through the President to the Board of Trustees the adoption of amendments to the *Rules of the University Faculty* as approved by the University Senate; and

WHEREAS the proposed changes in the *Rules of the University Faculty* were approved by the University Senate on May 26, 2011:

NOW THEREFORE

BE IT RESOLVED, That the attached amendments to the *Rules of the University Faculty* be adopted as recommended by the University Senate.

(See Appendix III for background information, page 129.)

\*\*\*

### **NAMING OF THE CONFERENCE ROOM 132**

Resolution No. 2012-04

In the ElectroScience Laboratory the College of Engineering:  
Mission Research Corporation Conference Room

Synopsis: Authorization to name Conference Room 132 in the ElectroScience Laboratory (ESL) located at 1330 Kinnear Rd. on the Columbus campus, is requested.

WHEREAS the ElectroScience Laboratory is home to one of the largest radio frequency research laboratories in the world, which is 40,580 square feet of research and collaboration space for students, faculty and staff; and

WHEREAS Dr. Errol English, Dr. William Kent, Dr. Thomas Kornbau and Dr. Robert Puskar have provided contributions to the ElectroScience Laboratory for construction of the new building as well as guidance in the creation of a historical display to honor ESL alumni:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Conference Room 132 in the ElectroScience Laboratory be named the Mission Research Corporation Conference Room.

\*\*\*

### **NAMING OF THE EXECUTIVE DINING SUITE, CAFÉ AND ROOFTOP TERRACE**

Resolution No. 2012-05

In the Medical Center Expansion of the new James Cancer Hospital:  
The Janis and Michael Bloch Rooftop

Synopsis: Authorization to name the executive dining suite, café and rooftop terrace on the 14<sup>th</sup> floor in the new James Cancer Hospital, on The Ohio State University Medical Center campus, is requested.

WHEREAS the new James Cancer Hospital is one of only 40 institutions designated by the National Cancer Institute as a comprehensive cancer center and recently received the highest possible peer rating of "Exceptional" by the NCI; and

WHEREAS Janis and Michael Bloch have provided contributions to the Medical Center Expansion for bricks and mortar of the new James Cancer Hospital as well as significant contributions to the Ohio State University Comprehensive Cancer Center-Arthur G. James Cancer Hospital and Richard J. Solove Research Institute to the Herbert J. Block Family Cancer Research Endowment Fund to support cancer research; and

WHEREAS Mr. and Mrs. Bloch have made a significant commitment binding their estates' executors, administrators, heirs, other successors and assignees; designating support to the Medical Center Expansion and the new James Cancer Hospital:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned executive dining suite, café and rooftop terrace in the new James Cancer Hospital be named the Janis and Michael Bloch Rooftop, The Janis and Michael Bloch Suite, The Janis and Michael Bloch Café and The Janis and Michael Bloch Terrace.

\*\*\*

#### **NAMING OF THE WOMEN'S CENTER**

Resolution No. 2012-06

In the JamesCare Comprehensive Breast Center, the OSUCCC - James  
Abercrombie & Fitch Women's Center

Synopsis: Authorization to name the Women's Center in the JamesCare Comprehensive Breast Center, located at 739 West Third Avenue on the Gowdy Field Development campus, is proposed.

WHEREAS the JamesCare Comprehensive Breast Center is part of the new James Cancer Hospital – Medical Center Expansion campaign; and

WHEREAS Abercrombie & Fitch have provided contributions to the Abercrombie & Fitch Women's Oncology Center Endowment Fund for support of research and programmatic expansion and treatment of women's malignancies in cancer; and

WHEREAS Abercrombie & Fitch have provided significant contributions to the OSUCCC – James:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Women's Center in the JamesCare Comprehensive Breast Center be named The Abercrombie & Fitch Women's Center.

\*\*\*

#### **NAMING OF THE CAFÉ IN MASON HALL**

Resolution No. 2012-07

In the Max M. Fisher College of Business  
Rohr Café in Mason Hall

Synopsis: The naming of the Café located in 120 Mason Hall at 250 West Woodruff Avenue on the campus of the Max M. Fisher College of Business will enhance the energy of the newly renovated building.

WHEREAS Mason Hall opened in 1999 and was designed to be a resource center for students and faculty, and as such, held the business library collection. When the newly renovated Thompson Library opened in 2009 the business collection was moved to its new home. Continuing a focus on students, the Max M. Fisher College of Business began plans to renovate the building early in 2011. The newly renovated Mason Hall is intended to be a hub of student activities designed around action-learning and fueled by the addition of a Café; and

WHEREAS James and Sharon Rohr have provided contributions to The James and Sharon Rohr Innovation Fund to be used by the College's dean to support the activities of the faculty, students and staff in accordance with the strategic plans of the College:

NOW THEREFORE

BE IT RESOLVED, That in accordance with paragraph (F) of rule 3335-1-08 of the Administrative Code, the Board of Trustees approves that the aforementioned Café in Mason Hall be named the Rohr Café in Mason Hall.

\*\*\*

## RATIFICATION OF HONORARY DEGREE

Resolution No. 2012-08

Synopsis: The awarding of an honorary degree is recommended for approval.

WHEREAS pursuant to paragraph (B)(4) of rule 3335-1-03 of the Administrative Code, the President, after consultation with the Steering Committee of the University Senate, recommended to the Board of Trustees awarding of an honorary degree as listed below:

David O. Frantz

Doctor of Humanities

NOW THEREFORE

BE IT RESOLVED, That the above honorary degree was awarded during summer commencement, August 28, 2011.

\*\*\*

## PERSONNEL ACTIONS

Resolution No. 2012-09

BE IT RESOLVED, That the personnel actions as recorded in the Personnel Budget Records of the University since the June 24, 2011, meeting of the Board, including the following Appointments, Reappointments, Appointments/Reappointments of

Chairpersons/Director, Leaves of Absence Without Salary, Emeritus Titles, be approved.

Appointments

Name: SHARON L. DAVIES  
Title: Professor (The John C. Elam/Vorys Sater Professorship)  
College: Moritz College of Law  
Term: September 1, 2011, through August 31, 2016

Name: KRISTINE G. DEVINE\*  
Title: Vice President for Operations  
Office: Business and Finance  
Term: August 1, 2011, through June 30, 2014

Name: KATHERINE L. ECKSTRAND\*  
Title: Associate Secretary  
Office: Board of Trustees  
Effective: September 6, 2011

Name: THOMAS J. ELLIS  
Title: Associate Professor (Orthopedics Designated Chair of Excellence)  
College: Medicine  
Term: September 1, 2011, through June 30, 2015

Name: E. CHRISTOPHER ELLISON  
Title: Chief Executive Officer for Faculty Group Practice  
Senior Associate Vice President  
Office: Health Sciences  
Term: July 1, 2011, through June 30, 2016

Name: EDWARD B. FOLEY  
Title: Professor (The Isadore and Ida Topper Professorship in Law)  
College: Moritz College of Law  
Term: September 1, 2011, through August 31, 2016

Name: CHARLES J. LOCKWOOD\*  
Title: Dean  
College: Medicine  
Title: Vice President  
Office: Health Sciences  
Effective: September 1, 2011, through August 31, 2016

Name: DANIEL P. TOKAJI  
Title: Professor (The Robert M. Duncan/Jones Day Designated Professorship in Law)  
College: Moritz College of Law  
Term: September 1, 2011, through August 31, 2016

\*New personnel to the University

Reappointments

Name: W.C. BENTON, JR.  
Title: Professor (The Edwin D. Dodd Professorship in

Management)  
College: Fisher College of Business  
Term: October 1, 2011, through September 30, 2016

Name: W. JAMES HARPER  
Title: Professor (The J.T. "Stubby" Parker Chair in Dairy Foods)  
College: Food, Agricultural, and Environmental Sciences  
Term: October 1, 2011, through September 30, 2012

Name: SAMSON T. JACOB  
Title: Professor (The William C. and Joan E. Davis Cancer Research Professorship)  
Center/Hospital: Comprehensive Cancer Center – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute  
Term: July 1, 2011, through June 30, 2015

Appointments/Reappointments of Chairpersons/Directors

MARK G. ANGELOS, Interim Chair, Department of Emergency Medicine, effective July 1, 2011, through June 30, 2012.

MEYER J. BENZAKEIN, Interim Chair, Department of Aviation, effective July 1, 2011, through December 31, 2011.

RICHARD L. BLATTI, Director, School of Music, effective July 1, 2011, through August 31, 2014.

MICHAEL T. BRADY\*\*, Chair, Department of Pediatrics, effective July 1, 2011, through June 30, 2015.

ENNIO A. CHIOCCA\*\*, Chair, Department of Neurological Surgery, effective July 1, 2011, through June 30, 2015.

RICHARD DAVIS\*\*, Chair, Department of Near Eastern Languages and Cultures, effective October 1, 2011, through August 31, 2015.

DANIEL GRAY, Chair, Department of Theatre, effective July 1, 2011, through August 31, 2015.

LAURENCE V. MADDEN, Interim Chair, Department of Plant Pathology, effective July 1, 2011, through September 30, 2011.

MICHAEL J. MANGINO, Interim Chair, Department of Food Science and Technology, effective July 1, 2011, through September 30, 2011.

KENNETH E. MARTIN, Interim Chair, Department of Human and Community Resource Development, effective July 1, 2011, through June 30, 2012.

THOMAS F. MAUGER\*\*, Chair, Department of Ophthalmology, effective July 1, 2011, through June 30, 2015.

WALTER J. MYSIW\*\*, Interim Chair, Department of Physical Medicine and Rehabilitation, effective July 1, 2011, through June 30, 2012.

SUSAN V. OLESIK, Chair, Department of Chemistry, effective October 1,

2011, through August 31, 2015.

SUSAN V. PETRY\*\*, Chair, Department of Dance, effective October 1, 2011, through August 31, 2015.

STEVEN A. SLACK\*\*, Director, Ohio Agricultural Research and Development Center (OARDC), effective July 1, 2011, through June 30, 2015.

DEBORAH L. SMITH-SHANK, Interim Chair, Department of Art Education, effective July 1, 2011, through June 30, 2012.

DIANZHI SUI, Chair, Department of Geography, effective July 1, 2011, through June 30, 2015.

MARY J. WELKER\*\*, Chair, Department of Family Medicine, effective July 1, 2011, through June 30, 2015.

JENNIFER WILLGING, Interim Chair, Department of French and Italian, effective July 1, 2011, through June 30, 2012.

CHARLES R. WISE\*\*, Director, John Glenn School of Public Affairs, effective July 1, 2011, through June 30, 2013.

\*\*reappointment

#### Leaves of Absence Without Salary

BHAVIK R. BAKSHI, Professor, Department of Chemical and Biomolecular Engineering, effective Autumn Quarter 2011 and Winter Quarter 2012, to work at TERI University, India.

MATTHEW S. BRYINGTON, Assistant Professor, College of Dentistry, effective October 1, 2011 through October 1, 2012, to participate in the ITI Scholars Fellowship at Malmo, Sweden.

#### Leaves of Absence Without Salary – Continuation

ASHLEY E. SCHAFER, Associate Professor, Knowlton School of Architecture, effective Autumn Quarter 2010, Winter Quarter and Spring Quarter 2011, to include Autumn Quarter 2011, continue position as visiting Associate Professor in the Department of Architecture at the Massachusetts Institute of Technology.

NAN LI, Assistant Professor, Department of Economics, effective Winter Quarter, Spring Quarter and Summer Quarter 2011, to include Autumn Quarter 2011, continue position as visiting scholar at the International Monetary Fund Institute, Washington D.C.

#### Professional Improvement Leaves

LOREN E. BABCOCK, Professor, School of Earth Sciences, effective Autumn Quarter 2011 and Winter Quarter 2012.

ANNE L. BEATTY, Professor, Department of Accounting and Management Information Systems, effective Winter Quarter and Spring Quarter 2012.

#### Emeritus Titles



CAROLE A. ANDERSON, College of Nursing, with the title Professor Emeritus, effective August 1, 2011.

LEONARD L. BAIRD, School of Educational Policy and Leadership, with the title Professor Emeritus, effective October 1, 2011.

MARVIN T. BATTE, Department of Agricultural, Environmental, and Development Economics with the title Professor Emeritus, effective September 1, 2011.

MANSEL G. BLACKFORD, Department of History, with the title Professor Emeritus, effective January 1, 2012.

ROBERT A. BUERKI, College of Pharmacy, with the title Professor Emeritus, effective July 1, 2011.

JOHN T. DEMEL, Department of Civil and Environmental Engineering and Geodetic Science, with the title Professor Emeritus, effective July 1, 2011.

GIDEON A. FRAENKEL, Department of Chemistry, with the title Professor Emeritus, effective September 1, 2011.

RONALD L. JACOBS, School of Physical Activity and Educational Services, with the title Professor Emeritus, effective September 1, 2011.

J. DAVID LATSHAW, Department of Animal Sciences, with the title Professor Emeritus, effective July 1, 2011.

NANCYANNE N. O'HANLON, University Libraries, with the title Professor Emeritus, effective July 1, 2011.

RUTH D. PETERSON, Department of Sociology, with the title Professor Emeritus, effective September 1, 2011.

BORIS G. PITTEL, Department of Mathematics, with the title Professor Emeritus, effective July 1, 2011.

MARCUS H. SANDVER, Department of Management and Human Resources, with the title Professor Emeritus, effective September 1, 2011.

DAVID G. STROUD, Department of Physics, with the title Professor Emeritus, effective July 1, 2011.

PATRICIA L. STUHR, Department of Art Education, with the title Professor Emeritus, effective August 1, 2011.

T. DAVIS SYDNOR, School of Environment and Natural Resources, with the title Professor Emeritus, effective September 1, 2011.

BRUCE A. BIAGI, Department of Physiology and Cell Biology, with the title Associate Professor Emeritus, effective July 1, 2011.

R. MICHAEL CASTO, School of Physical Activity and Educational Services, with the title Associate Professor Emeritus, effective October 1, 2011.

LOIS A. CLARK, Ohio State University Extension, with the title Associate Professor Emeritus, effective September 1, 2011.

JOHN B. CONGLOSE, Ohio State University Extension, with the title Associate Professor Emeritus, effective September 1, 2011.

ADA B. DEMB, School of Educational Policy and Leadership, with the title Associate Professor Emeritus, effective January 1, 2012.

JEAN-PIERRE L. DUJARDIN, Department of Physiology and Cell Biology, with the title Associate Professor Emeritus, effective July 1, 2011.

BETH D. GAYDOS, Ohio State University Extension, with the title Associate Professor Emeritus, effective September 1, 2011.

DORIS I. HERRINGSHAW, Ohio State University Extension, with the title Associate Professor Emeritus, effective September 1, 2011.

ANTHONY D. HILL, Department of Theatre, with the title Associate Professor Emeritus, effective July 1, 2011.

NANCY K. RECKER, Ohio State University Extension, with the title Associate Professor Emeritus, effective September 1, 2011.

STANLEY G. VERMILYEA, College of Dentistry, with the title Associate Professor Emeritus, effective January 1, 2012.

SUSAN L. ZAVOTKA, Department of Consumer Sciences, with the title Associate Professor Emeritus, effective July 1, 2011.

NANCY J. HUDSON, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2011.

PAMELA L. LEONG, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2011.

CHRISTINE F. OLINSKY, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2011.

JAMES C. SKEELES, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2011.

SHARON K. STROUSE, Ohio State University Extension, with the title Assistant Professor Emeritus, effective September 1, 2011.

JAMES M. ELDER, Ohio State University Extension, with the title Instructor Emeritus, effective September 1, 2011.

\*\*\*

## **RESOLUTIONS IN MEMORIAM**

Resolution No. 2012-10

Dewey A. Adams

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 15, 2011, of Dewey A. Adams, Professor

Emeritus in the Department of Human and Community Resource Development in the College of Food, Agricultural, and Environmental Sciences.

Professor Adams was born April 29, 1931, a native of Fuquay Springs (now Fuquay-Varina), North Carolina. He attended North Carolina State University, attaining both his bachelor and master degrees from that institution. He earned his doctor of philosophy degree from the University of Florida.

Dr. Adams began his agricultural teaching (vocational technical education) career in Wentworth, North Carolina, at Rockingham Community College as dean of adult and community services. Later he taught math and science and served as a high school principal. For a time, he worked as a supervisor for the North Carolina Department of Education.

His university career spanned 30 years. Professor Adams taught at North Carolina State; Virginia Tech; and Ohio State, where he was awarded emeritus status in September of 1993. He returned to North Carolina State to teach for four more years before retiring in 1997.

Professor Adams was active in his church, serving as a deacon, a Sunday school teacher, and song leader. He loved to farm and to raise honey bees, and was a member of the Halifax County (Virginia) Beekeepers Association.

In September of 2010, Dr. Adams donated his large collection of dissertations and books, products of the many dissertation committees on which he served during his career, to the College of Education and Human Services at Longwood University in Farmville, Virginia.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus Dewey A. Adams its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Frank W. Hale, Jr.

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 27, 2011, of Frank W. Hale, Jr., Vice Provost Emeritus in the Office of Diversity and Inclusion and Professor Emeritus in the School of Communication.

Best remembered as a lifelong advocate for civil rights and for diversity in higher education, Dr. Hale initiated several programs at The Ohio State University that provided unprecedented opportunities for underserved students to pursue undergraduate and graduate degrees.

Dr. Hale joined Ohio State as chairman of the Fellowship Committee and associate dean of the Graduate School in 1971. He was the first African American to hold a deanship in the Graduate School. He was critical in developing the Graduate and Professional Schools Visitation Days program, which served as a national model for programs broadening access to education. As a direct result of this program, nearly \$15 million in graduate fellowship awards were granted to nearly 1,200 students

during his tenure – earning OSU the distinction of the nation's leading institution in awarding doctoral degrees to minority students.

Similarly, nearly 500 undergraduate students were awarded scholarships under the Minority Scholars Program (later named the Morrill Scholars), a program he established during his 10 years as vice provost for the Office of Minority Affairs. He later served as a Distinguished University Representative and Consultant for the Office of the President, and established the President and Provost's Diversity Lecture and Cultural Series, a program to bring eminent scholars and artists to campus.

Dr. Hale received a Bachelor of Arts in Communication and a Master's in Political Science from the University of Nebraska-Lincoln, and later earned a doctorate in communication and political science from The Ohio State University. He was awarded a post doctorate fellowship in English literature from the University of London. Before joining Ohio State, he served as a professor at Central State University and Kenyon College. He also served as president of Oakwood College.

Dr. Hale received numerous awards over his lifetime, including being inducted into the Ohio Civil Rights Hall of Fame in 2010. He held honorary degrees from six universities, lectured at more than 300 colleges and universities, and authored and edited more than 60 articles and books. At The Ohio State University, the Black Cultural Center was named in his honor, as was the building in which it resides, Hale Hall.

On behalf of the University community, the Board of Trustees expresses to the family of Vice Provost and Professor Emeritus Frank W. Hale, Jr., its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

George H. Hamrick

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on June 14, 2011, of George H. Hamrick, Professor Emeritus in the Ohio State University Extension.

Mr. Hamrick was born in 1924 in Gallipolis, Ohio. He attended Rio Grande College and then transferred to The Ohio State University, where he earned both his Bachelor of Science in Agriculture degree in 1951 and his Master of Science degree in agricultural education in 1959.

George began his OSU Extension career in 1955 as an associate county extension agent for Pickaway County, Ohio. Just a few years later he became the head county agricultural extension agent for Pickaway, and continued to hold this position until his retirement from Ohio State in 1984 with the title of Professor Emeritus.

Mr. Hamrick's performance as the county agent for agriculture in Pickaway County was outstanding in every respect. He had the ability to plan, organize, and teach effective educational programs that could improve farm income and family living for all farmers, and was widely respected by co-workers, agricultural industry leaders, and other community members who came into contact with him.

George had a unique knack for motivating leaders to improve the economic environment of Pickaway County. His excellent performance as a public speaker was recognized throughout the state. He was an outstanding representative for The Ohio State University.

Professor Hamrick received the Distinguished Service Award from the National Association of County Agricultural Agents in 1969. In 1974, he received the National Career Guidance Award from this same organization. He provided strong leadership for many Extension committees within OSU and in his local community.

Mr. Hamrick enjoyed officiating high school football, basketball, baseball, softball, and volleyball games, and was elected to the Ohio High School Officials Hall of Fame in 1995. He also officiated college football and basketball. He belonged to many community organizations, and volunteered for the American Red Cross, Big Brothers/Big Sisters, the American Cancer Society, and Berger Hospital.

On behalf of the University community, the Board of Trustees expresses to the family of Professor Emeritus George H. Hamrick its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

Lowell E. Hedges

The Board of Trustees of The Ohio State University expresses its sorrow upon the death on July 2, 2011, of Lowell E. Hedges, Associate Professor Emeritus in the Department of Human and Community Resource Development in the College of Food, Agricultural, and Environmental Sciences.

Professor Hedges was a graduate of Pleasant High School in Marion, Ohio, and went on to earn a Bachelor of Science in Agriculture degree from The Ohio State University. After completing his bachelor's degree, he enlisted in the U.S. Navy and served his country. He received his Master of Science degree in agricultural education at Ohio State as well.

Dr. Hedges taught vocational agriculture at both Green Camp and Elgin High Schools (Ohio) for 10 years following his military service. From 1966-1968, Lowell and his family lived in India where he was an agricultural consultant for the Agency of International Development. He helped establish a secondary program for vocational agriculture and started a Future Farmers of India youth organization, similar to the National FFA Organization in the United States.

After returning to the United States, Lowell served as the curriculum coordinator for Elgin Schools while attending OSU to earn his Ph.D. After receiving his doctoral degree, Professor Hedges became the superintendent of Elgin Schools and later returned to the classroom as a vocational agriculture teacher.

In 1979 he joined the agricultural education department at Ohio State, first as an assistant professor, then as an associate professor. Although he officially retired in 1991, he continued to travel throughout Ohio assisting first-year agricultural science instructors with their teaching and curriculum and program development. He also spent time in Uganda,

Turkey, and China as a consultant for OSU to assist those countries in developing and improving their teaching curriculums.

Professor Hedges was author of seven books and other book chapters, and published articles in peer reviewed journals such as the *Journal of Agricultural Education* and the *Journal of Vocational Education Research*. His work was focused always on critical thinking and problem solving in classrooms.

Professor Hedges served in many leadership roles throughout his career including president of the Ohio Vocational Agriculture Teacher's Association. His masterful teaching and his love for his students earned him the Rodney F. Plimpton Outstanding Teacher Award, the Diamond Anniversary Faculty Award, the Citation for Outstanding Service as a Teacher of Vocational Agriculture in Ohio, Outstanding Teacher of the Year, and Vocational Teacher of the Year. In 1994 he received national recognition when he earned the American Vocational Association's Educator of the Year award.

He was a member of Green Camp United Methodist Church his entire life, The Ohio State University Alumni Association, and the Green Camp and Pleasant Senior Citizen's Clubs. Lowell was extensively involved with Gideon's International and local prison ministries. He was a talented artist, craftsman, poet, and writer and had many editorials published in *The Marion Star* over the years.

On behalf of the University community, the Board of Trustees expresses to the family of Associate Professor Emeritus Lowell E. Hedges its deepest sympathy and sense of understanding of their loss. It was directed that this resolution be inscribed upon the minutes of the Board of Trustees and that a copy be tendered to his family as an expression of the Board's heartfelt sympathy.

\*\*\*

## **UNIVERSITY DEVELOPMENT REPORT**

Resolution No. 2012-11

Synopsis: The University Development Report as of June 30, 2011, is presented for Board acceptance.

WHEREAS monies are solicited and received on behalf of the University from alumni, industry, and various individuals in support of research, instructional activities, and service; and

WHEREAS such gifts are received through The Ohio State University Development Fund and The Ohio State University Foundation; and

WHEREAS this report includes the establishment of the Orthopedics Designated Chair in Excellence and The Martha W. Farmer Endowed Professorship in Theatre; the renewal of the Robert M. Duncan/Jones Day Designated Professorship in Law; the establishment of seventeen (17) named endowed funds; and the revision of four (4) named endowed funds:

NOW THEREFORE

BE IT RESOLVED, That the acceptance of the report from The Ohio State University Foundation as of June 30, 2011, be approved.

(See Appendix IV for background information, page 133.)

# THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

## Total Gifts

### Establishment of Named Designated Chair

Orthopedics Designated Chair of Excellence (Established with support from the Department of Orthopedics; used to provide a chair position for a nationally eminent physician faculty member in orthopedics)	\$85,000.00 (per yr for 4 yrs)
---	-----------------------------------

### Renewal of Named Designated Professorship

The Robert M. Duncan/Jones Day Designated Professorship in Law

### Change in Description of Named Endowed Fund

Transportation Research Fund (Honda)

### Change in Name and Description of Named Endowed Fund

From:	The Thomas E. Leontis Endowment in Modern Greek
To:	The Thomas E. and Anna P. Leontis Memorial Endowment Fund in Modern Greek Studies

# THE OHIO STATE UNIVERSITY FOUNDATION

### Establishment of Named Endowed Professorship

The Martha W. Farmer Endowed Professorship in Theatre (Established with gifts from the estate of Martha Farmer; used to support a professorship position in the Department of Theatre at OSU-Lima)	\$1,084,775.96
--	----------------

### Establishment of Named Endowed Funds

The Susan Birchfield Scholarship Fund (Established with gifts from the estate of Dan Amstutz; used to provide scholarships for talented undergraduate or graduate students in the College of Education and Human Ecology)	\$184,123.00
---	--------------

The Dr. H. Douglas and Jeanette Fortney Endowed Research Fund (Established with a gift from Dr. H. Douglas Fortney and Jeanette Fortney; used to support the research activities of residents and faculty in the College of Dentistry)	\$100,000.00
---	--------------

Harold S. and Leah Kyser Goldstein Memorial Lymphoma Research Fund	\$100,000.00
---	--------------

(Established with gifts from the estate of Leah Goldstein in memory of her husband Harold ; used for medical research seeking a cure for lymphoma)

Harold S. and Leah Kyser Goldstein Memorial Mathematics Scholarship Fund	\$100,000.00
--	--------------

(Established with gifts from the estate of Leah Goldstein in memory of her husband Harold; used to provide annual scholarships to undergraduate students majoring in mathematics)

The Emil J. Ferrara Distinguished Lecturer Fund	\$74,168.56
---	-------------

(Established with gifts from the estate of Emil J. Ferrara; used to support a guest lecturer in the College of Pharmacy)

The Christopher D. and Dawn M. Noll Family Endowed Scholarship Fund	\$62,500.00
---	-------------

(Established with gifts from Christopher Noll and Dawn Noll; used to provide scholarships for first-year undergraduate students with first preference for students who attended Midview High School in Grafton, Ohio, or Ottawa Glandorf High School in Ottawa, Ohio)

The DRT Manufacturing Company Athletic Scholarship Fund	\$60,000.00
---	-------------

(Established with gifts from DRT Manufacturing Company; used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete pursuing an undergraduate degree with preference given to a member of the football team)

The Jessica L. Frizzi Memorial Scholarship Fund	\$53,000.00
---	-------------

(Established with gifts from David and Jody Frizzi; used to provide scholarships for first-year undergraduate students attending the Columbus campus with first preference for graduates of Bellaire High School in Belmont County, Ohio)

Greyhound Health and Wellness Program Endowment Fund	\$52,500.00
--	-------------

(Established with a gift from Barbara Heisey; used for program support in the College of Veterinary Medicine)

The J. Michael and Jana K. Milligan Family Endowed Scholarship Fund	\$50,405.76
---	-------------

(Established with a gift from Michael Milligan and Jana Milligan; used to provide scholarships for undergraduate students with significant unmet financial need who are majoring in architecture)

Weinland Park Nutrition Education Fund	\$50,010.00
--	-------------

(Established with gifts from Christina L. Cenname; used to support nutrition education, primarily the relationship between food choices and behavior)



Baker & Hostettler LLP Endowment Fund for Professional Development (Established with gifts from Baker & Hostettler LLP; used to support the Mentoring and More @ Moritz program)	\$50,000.00
Flowers for the Living Endowment Fund (Established with gifts from an anonymous donor; used to provide fresh flowers for the reading room in the Billy Ireland Cartoon Library and Museum and to support the costs of staff appreciation/enhancement events)	\$50,000.00
Elizabeth Mehling Endowed Scholarship Fund (Established with gifts from Elizabeth Mehling; used to provide need-based scholarships to incoming freshmen attending the main campus that did not qualify for merit-based aid, but graduated high school with a GPA of 2.7 - 3.2)	\$50,000.00
Dr. Richard and Dorene Miller Endowed Scholarship Fund (Established with gifts from Richard and Dorene Miller; used to provide scholarships for graduate students in the Educational Administration and Higher Education program in the School of Educational Policy and Leadership)	\$50,000.00
The Jacob Moses MD Lectureship Fund in Ophthalmology (Established with a gift from James L. Moses; used to support a lectureship presented by the Department of Ophthalmology to medical professionals, researchers, and clinicians on advancement in the specialty)	\$50,000.00
The Ohio State University Alumni Club of the San Francisco Bay Area Scholarship Endowment Fund (Established with gifts from the OSU Alumni Club of the San Francisco Bay Area; used to provide scholarships for students from the San Francisco Bay area) (grandfathered)	<u>\$25,100.00</u>
<u>Change in Description of Named Endowed Fund</u>	
The Sungkyu Christopher Lee, M.D. Family Scholarship Fund	
<u>Change in Name and Description of Named Endowed Fund</u>	
From: The Irene Cavas Rousos Cancer Research Endowment Fund	
To: The Irene Cavas Rousos Research Endowment Fund	
Total	\$2,374,083.28

## THE OHIO STATE UNIVERSITY DEVELOPMENT FUND

### Establishment of Named Designated Chair

#### Orthopedics Designated Chair of Excellence

The Orthopedics Designated Chair of Excellence was established September 9, 2011, by the Board of Trustees of The Ohio State University with support from the Department of Orthopedics to promote academic and research excellence in the field of orthopedics.

This fund shall provide salary and benefits support for a chair position to be held by a nationally eminent physician faculty member in the Department of Orthopedics. If funding level permits, research support shall be provided as well.

The chair holder shall be appointed for a four-year term by the Board of Trustees of The Ohio State University as approved by the senior vice president for Health Sciences and by the dean of the College of Medicine in consultation with the chairperson of the Department of Orthopedics. The activities of the chair holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the designated chair as well as the academic and research standards of the University.

Ongoing support for this designated chair position shall be reviewed by the chairperson of the Department of Orthopedics and by the dean at the end of each four-year commitment period or upon an appointment vacancy. Upon approval, the designated chair may be renewed (requiring Board action) for an additional term of one to four years.

Upon renewal, the chair holder may be reappointed to another term following favorable assessment of the holder's academic and research performance and accomplishments during an appointment, and approval by the chairperson and dean.

This designated chair position shall cease to exist when annual funding ends.

Amount Establishing Designated Chair: \$85,000.00 minimum per year for 4 years

### Renewal of Named Designated Professorship

#### The Robert M. Duncan/Jones Day Designated Professorship in Law

The Robert M. Duncan/Jones Day Designated Professorship in Law at The Michael E. Moritz College of Law was established March 5, 2003, by the Board of Trustees of The Ohio State University. It was created as a result of the gifts made by Moritz College of Law alumni employed by Jones Day. The funding source was renewed and the designated professorship was re-established September 9, 2011.

A sum of \$42,500 per year will be spent over a five-year period which will provide salary and research support of a professorship position at the Moritz College of Law. Appointment to the professorship shall be recommended by the dean of the Moritz College of Law and the

executive vice president and provost, and approved by the Board of Trustees.

The designated professorship may be renewed at the prevailing amount and term at the time of renewal.

Amount Establishing Designated Professorship: \$42,500.00 minimum per year for 5 years

#### Change in Description of Named Endowed Fund

##### Transportation Research Fund (Honda)

The Transportation Research Fund (Honda) was established June 3, 1988, by the Board of Trustees of The Ohio State University. As a part of Substitute Senate Bill No. 321 enacted by the 117<sup>th</sup> General Assembly and approved by the Governor on January 21, 1998, an appropriation of \$6 million had been paid to the endowment portfolio of The Ohio State University to be used pursuant to section 3335.45 of the Revised Code. This appropriation was provided through proceeds from the sale of the Transportation Research Center of Ohio by the State of Ohio to Honda of America Manufacturing, Inc., and in accordance with the sales agreement reached between the State of Ohio and Honda. As a part of the Amended Substitute House Bill No. 153 enacted by the 129<sup>th</sup> General Assembly and approved by the Governor on June 30, 2011, section 3335.45 of the Revised Code was repealed and therefore the description was revised  
September 9, 2011.

The annual distribution from this fund shall support and encourage research in automotive, vehicular, and related forms of transportation, and for the development of improved highway facilities for vehicular traffic. The activities to be funded are to be determined in accordance with procedures established by the dean of the College of Engineering of The Ohio State University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the State of Ohio that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the State of Ohio in consultation with the dean of the College of Engineering.

#### Change in Name and Description of Named Endowed Fund

The Thomas E. and Anna P. Leontis Memorial Endowment Fund in  
Modern Greek Studies

The Thomas E. Leontis Lecture in Modern Greek Studies was established May 8, 1987, by the Board of Trustees of The Ohio State University with gifts from Thomas E. Leontis of Columbus, Ohio. Anna P. Leontis made additional gifts to expand the endowment's purposes. The name and description were revised November 3, 1995, to The Thomas E. Leontis Endowment in Modern Greek. The name and description were revised again September 9, 2011.

The annual distribution from this fund shall be used to support a lectureship in modern Greek studies, as well as regular conference activities. The purpose of the endowment fund is twofold: first it is to serve as a catalyst in the modern Greek program at the University in generating a keener awareness of the importance of Greek history and culture, especially since 1204; and their contribution to solidifying the bonds between Greece and the United States; and secondly, the endowment fund will bring annually to the Ohio State campus a distinguished speaker of national and/or international reputation who will contribute to the cultural growth of the University and community bodies by offering new ideas and historical and cultural interpretations of important past and current situations. The selection of the lecturer will be made by a committee chaired by the senior staff member of The Ohio State University Modern Greek Program and including (a) the second staff member of the program, and (b) an individual selected by the committee chair either from the University faculty involved with the program or from the Greek Orthodox community.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of the Modern Greek Program.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the University's Board of Trustees. In making this alternate designation, the Board shall seek advice from the director of the Modern Greek Program.

THE OHIO STATE UNIVERSITY FOUNDATION

Establishment of Named Endowed Professorship

The Martha W. Farmer Endowed Professorship in Theatre

The Martha W. Farmer Endowed Professorship in Theatre was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Martha W. Farmer.

The annual distribution from this fund shall be to support a professorship position in the Department of Theatre at The Ohio State University at Lima. The holder of the professorship will be recommended by Lima's dean and appointed by the Board of Trustees of The Ohio State University. The activities of the professorship holder shall be reviewed no less than every four years by the dean to determine compliance with the intent of the donor as well as the academic and research standards of the University.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of The Ohio State University at Lima.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of The Ohio State University at Lima.

Amount Establishing Professorship: \$1,084,775.96

#### Establishment of Named Endowed Funds

##### The Susan Birchfield Scholarship Fund

The Susan Birchfield Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the estate of Dan Amstutz (B.S.Bus.Adm. 1954).

The annual distribution from this fund shall be used to provide scholarships for one or more talented undergraduate or graduate students in the College of Education and Human Ecology. Scholarship recipients shall be selected by the college's dean in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$184,123.00

#### The Dr. H. Douglas and Jeanette Fortney Endowed Research Fund

The Dr. H. Douglas and Jeanette Fortney Endowed Research Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Dr. Harrison Douglas Fortney (D.D.S. 1967) and Mrs. Jeanette Lois Fortney of San Diego, California.

The annual distribution from this fund shall be used to support the research activities of residents and faculty within the College of Dentistry with preference given to research that is focused on bone biology and grafting. Funding will be awarded annually by the chair of the Division of Oral and Maxillofacial Surgery, Anesthesiology, and Oral Pathology in consultation with the associate dean for Research for the College of Dentistry.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Dentistry.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be

designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the dean of the College of Dentistry.

Amount Establishing Endowment: \$100,000.00

Harold S. and Leah Kyser Goldstein Memorial Lymphoma Research  
Fund

The Harold S. and Leah Kyser Goldstein Memorial Lymphoma Research Fund be established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from the estate of Leah Kyser Goldstein (B.S.Ed. 1926) of Philadelphia, Pennsylvania, in memory and honor of her beloved husband Harold S. Goldstein.

The annual distribution from this fund shall support medical research at The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) and the Comprehensive Cancer Center (CCC), to find a cure for the type of cancer generally referred to as lymphoma.

Allocation of distribution shall be made at the recommendation of the chief executive officer of The James and the director of the CCC in consultation with the senior vice president for Health Sciences.

Support may be used for but not limited to research supplies, equipment, personnel, lab space; fellowship awards; cost of travel to, and fees for, educational conferences or other training opportunities and other activities required for high quality medical research.

It is the donor's desire that the annual distribution not be accumulated in the distribution fund; all expendable distribution must be used by The James and CCC for its intended purpose in the fiscal year received.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the chief executive officer of The James and the director of the CCC in consultation with the senior vice president for Health Sciences.

Amount Establishing Endowment: \$100,000.00

Harold S. and Leah Kyser Goldstein Memorial Mathematics Scholarship  
Fund

The Harold S. and Leah Kyser Goldstein Memorial Mathematics Scholarship Fund be established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from the estate of Leah Kyser Goldstein (B.S.Ed. 1926) of Philadelphia, Pennsylvania in memory and honor of her beloved husband, Harold S. Goldstein.

The annual distribution from the fund shall provide annual scholarships to undergraduate students majoring in mathematics. Scholarship recipients shall be selected by the chairperson of the Department of Mathematics in consultation with the Office of Student Financial Aid. It is the donor's desire that the scholarships be awarded with particular attention to but not limited to female students.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

It is the donor's desire that the annual distribution not be accumulated in the distribution fund; all expendable distribution must be used by the Department of Mathematics for its intended purpose in the fiscal year received.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the executive dean of the College of Arts and Sciences.

Amount Establishing Endowment: \$100,000.00

#### The Emil J. Ferrara Distinguished Lecturer Fund

The Emil J. Ferrara Distinguished Lecturer Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an estate gift from Emil J. Ferrara (B.S.Pharm. 1952).

The annual distribution from this fund shall support a guest lecturer in the College of Pharmacy to speak on topics related to pharmacy and pharmaceutical sciences research. Expenditures shall be approved by the college's dean and may include, but are not limited to, honorarium, travel expenses, and lodging.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution



account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Pharmacy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Pharmacy.

Amount Establishing Endowment: \$74,168.56

The Christopher D. and Dawn M. Noll Family Endowed Scholarship Fund

The Christopher D. and Dawn M. Noll Family Endowed Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Christopher David Noll (B.S.Bus.Adm. 2001) and Dawn Marie Noll (B.A. 2000) of Chicago, Illinois.

The annual distribution from this fund shall be used to provide need-based scholarships for undergraduate students who attended Midview High School in Grafton, Ohio, or Ottawa Glandorf High School in Ottawa, Ohio. If no students meet the preceding criteria, students who graduated from Putnam County or Lorain County, Ohio, high schools may be considered. Recipients shall be selected by the Office of Student Financial Aid. Scholarships are renewable for four years as long as recipients maintain a minimum 3.0 cumulative grade point average on a 4.0 scale. It is the donors' intention to support one student at each class rank.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen

circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the director of the Office of Student Financial Aid.

Amount Establishing Endowment: \$62,500.00

#### The DRT Manufacturing Company Athletic Scholarship Fund

The DRT Manufacturing Company Athletic Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts from DRT Manufacturing Company of Dayton, Ohio.

The annual distribution from this fund shall be used to supplement the grant-in-aid scholarship costs of an intercollegiate student-athlete who is pursuing an undergraduate degree. First preference will be given to a member of the football team. Scholarship recipients shall be selected by the director of Athletics in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully expended, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowed funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's cost of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from Gary L. VanGundy, if possible, and from the director of Athletics.

Amount Establishing Endowment: \$60,000.00

#### The Jessica L. Frizzi Memorial Scholarship Fund

The Jessica L. Frizzi Memorial Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from David and Jody Frizzi of Columbus, Ohio.

Jessica Frizzi was a 2002 graduate of Bellaire High School, Belmont County, Ohio. Jessica discovered at an early age that she wanted to help the development of young people and as a result pursued a degree in psychology. She graduated from The Ohio State University with a B.A. in psychology in December 2006. After graduation Jessica worked with troubled teens in Fort Pierce, Florida, as an employee of Drug Abuse and Treatment Associates (DATA). The teens she counseled were plagued with drug and alcohol dependencies. Jessica died as a result of an automobile accident caused by a negligent truck driver in March of 2008 in Lakeland, Florida.

This endowment is established in Jessica's name to assist others with their education. This endowment seeks to keep alive Jessica's spirit and the virtues she held close to her heart. The recipient of this scholarship should be inspired by her life and, through this inspiration, should contribute to those less fortunate than themselves. As Jessica extended her hand in friendship to others, let others now continue to reach out and touch as they continue with Jessica's unfinished work.

The annual distribution from this fund shall provide one need-based scholarship for an entering first-year undergraduate student attending the Columbus campus. First preference is to support graduates of Bellaire High School in Belmont County, Ohio. If there are no eligible candidates then the scholarship may support any graduate of a high school in Belmont County, Ohio. The scholarship shall be renewable for up to 12 quarters/eight semesters or until completion of a baccalaureate degree, whichever comes first, as long as the recipient maintains full-time enrollment and financial need. The Office of Student Financial Aid shall administer this scholarship fund.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the director of the Office of Student Financial Aid.

Amount Establishing Endowment: \$53,000.00

### Greyhound Health and Wellness Program Endowment Fund

The Greyhound Health and Wellness Program Endowment Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with an initial gift from Mrs. Barbara Heisey from Lebanon, Pennsylvania, in memory of her greyhounds.

The annual distribution of this fund shall be used for program support including but not limited to equipment, research, outreach activities, travel, and staff and faculty hiring as approved by the dean of the College of Veterinary Medicine.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the dean of the College of Veterinary Medicine.

Amount Establishing Endowment: \$52,500.00

### The J. Michael and Jana K. Milligan Family Endowed Scholarship Fund

The J. Michael and Jana K. Milligan Family Endowed Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from James Michael Milligan (B.S. in Architecture 1978) and Jana Kable Milligan (B.S.Bus.Adm. 1979) of Columbus, Ohio.

The annual distribution from this fund shall be used to provide scholarships for undergraduate students with a significant, unmet financial need who are majoring in architecture and have completed a minimum of one year in the architecture program. It is the preference of the donors that scholarship recipients indicate through the application process that they are working to pay a portion of their educational expenses, have actual field construction experience demonstrated by either hands-on work experience or excellence in a technical architecture course, exhibit good character, and/or are from rural areas in Ohio. Scholarship recipients shall be selected by the director of the Austin E. Knowlton School of Architecture in consultation with the Office of Student Financial Aid. Scholarships are renewable for a maximum of two years as long as recipients maintain a 3.0 grade point average.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the director of the Knowlton School of Architecture.

Amount Establishing Endowment: \$50,405.76

#### Weinland Park Nutrition Education Fund

The Weinland Park Nutrition Education Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Christina L. Cennane (B.S.H.E. 1964).

The annual distribution from this fund shall be used by the director of the Early Childhood Development Center in Weinland Park to support nutrition education. The primary focus will be on the relationship between food choices and behavior. Expenditures shall be approved by the dean of the College of Education and Human Ecology.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the

contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and from the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$50,010.00

#### Baker & Hostetler LLP Endowment Fund for Professional Development

The Baker & Hostetler LLP Endowment Fund for Professional Development was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Baker & Hostetler LLP.

The annual distribution from this fund shall be used to support the Mentoring and More @ Moritz program at The Michael E. Moritz College of Law.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the Moritz College of Law.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donor, if possible, and from the dean of the Moritz College of Law.

Amount Establishing Endowment: \$50,000.00

Total Commitment: \$500,000.00

#### Flowers for the Living Endowment Fund

The Flowers for the Living Endowment Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from an anonymous donor.

The annual distribution from this fund shall provide fresh flowers for the reading room in the Billy Ireland Cartoon Library and Museum on a regular basis and support the costs of cartoon library staff appreciation and enhancement events as recommended by the curator and approved by the director of University Libraries.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the director of University Libraries.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and from the director of University Libraries.

Amount Establishing Endowment: \$50,000.00

#### Elizabeth Mehling Endowed Scholarship Fund

The Elizabeth Mehling Endowed Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Elizabeth Mehling (B.S.Bus.Adm. 1996).

The annual distribution from this fund shall provide a need-based scholarship to an incoming freshman attending the main campus in Columbus. Candidates do not need to qualify for merit-based aid, but must exhibit potential for success by graduating high school with a grade point average (GPA) between 2.7 and 3.2. The scholarship is renewable for up to four years as long as the recipient maintains their GPA eligibility. Scholarship recipients shall be selected by the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances

arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and from the director of the Office of Student Financial Aid.

Amount Establishing Endowment: \$50,000.00

#### Dr. Richard and Dorene Miller Endowed Scholarship Fund

The Dr. Richard and Dorene Miller Endowed Scholarship Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Richard (M.A. 1962, Ph.D. 1971) and Dorene (M.A. 1968) Miller.

The annual distribution from this fund shall provide scholarship support for graduate students admitted to the Educational Administration and Higher Education Program in the School of Educational Policy and Leadership. Recipients shall be selected by the dean of the College of Education and Human Ecology in consultation with the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the dean of the College of Education and Human Ecology.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the dean of the College of Education and Human Ecology.

Amount Establishing Endowment: \$50,000.00

#### The Jacob Moses MD Lectureship Fund in Ophthalmology

The Jacob Moses MD Lectureship Fund in Ophthalmology was established September 9, 2011, by the Board of Trustees of The Ohio



State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation with gifts made in memory of Jacob Moses M.D. from his son James L. Moses M.D. of Canal Winchester, Ohio. The late Dr. Jacob Moses joined the faculty of the Department of Ophthalmology in 1946, holding various positions from instructor to clinical professor.

Dr. Jacob Moses was a practicing ophthalmologist from 1945 to 2002, almost until his death on October 15, 2003. During his tenure as faculty in Ophthalmology, he contributed substantially to the clinical growth of the department during its early years. He was instrumental in educating and training innumerable medical students and residents, including those undertaking clinical rotations at Mount Carmel Hospital where he held numerous administrative positions and was director of its ophthalmology program. His education and training took place at Washington Jefferson College (B.S. Biology 1936), Western Reserve Medical School (M.D. 1940) and the Cleveland Clinic (residency and fellowship 1941 to 1945). Dr. Jacob Moses was a devoted husband and father to his wife of 63 years, Florence E. Moses, and their six children. He was an avid biologist, an accomplished clarinetist, and devoted to athletic programs, including OSU's football program.

Annual distribution from this fund shall support the *Jacob Moses MD Lectureship* to be presented by the Department of Ophthalmology to medical professionals, researchers, and clinicians on advancements in the specialty. The distribution shall cover costs such as but not limited to supplies, publicity, conference space, travel, lodging, and honoraria for guest speakers. The *Jacob Moses MD Lectureship* shall be held periodically with its schedule based on funding levels and as determined by the department chairperson. Allocation of distribution shall be approved by the chairperson of the Department of Ophthalmology in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor (or his designee) and as recommended by the chairperson of the Department of Ophthalmology in consultation with the dean of the College of Medicine and the senior vice president for Health Sciences.

Amount Establishing Endowment: \$50,000.00

### The Ohio State University Alumni Club of the San Francisco Bay Area Scholarship Endowment Fund

The Ohio State University Alumni Club of the San Francisco Bay Area Scholarship Endowment Fund was established September 9, 2011, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from the OSU Alumni Club of the San Francisco Bay Area.

The annual distribution from this fund shall provide scholarships for students from the San Francisco Bay (California) area. Scholarship recipients will be selected by the Office of Student Financial Aid.

The Ohio State University's mission and admissions policy supports educational diversity. The University may modify any criteria used to select scholarship recipients should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from a representative of the donors, if possible, and from the director of Student Financial Aid.

Amount Establishing Endowment: \$25,100.00 (grandfathered)

### Change in Description of Named Endowed Fund

#### The Sungkyu Christopher Lee, M.D. Family Scholarship Fund

The Sungkyu Christopher Lee, M.D. Family Scholarship Fund was established July 13, 2007, by the Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with gifts from Dr. Sungkyu Christopher Lee, Mrs. Geraldine Lee, and Mr. Bryan Christopher Lee of Columbus, Ohio. The description was revised February 6, 2009. The description was revised again September 9, 2011.

It is the donors' intent to support educational diversity at the University, consistent with the University's mission and admissions policy. The annual distribution from this fund shall be used to provide scholarships, with a preference for two scholarships to be awarded annually to cover educational expenses for students enrolled in the College of Medicine who have achieved scholastic excellence and who have financial need. To qualify, candidates must be full-time medical school students and,

when possible, in their second year of the program. It is the donors' desire that the scholarship be awarded in furtherance of the diversity mission with particular attention to, but not limited to, students of Asian descent.

The University may modify any selection criteria should the criteria be found, in whole or in part, to be contrary to federal or state law or University policy.

The scholarship will be administered by the College of Medicine in consultation with the Office of Student Financial Aid.

In any given year that the endowment distribution is not fully used for its intended purpose, the unused portion should be reinvested in the endowment principal.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donors that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donors, if possible, and from the dean of the College of Medicine in consultation with the director of the Office of Student Financial Aid.

#### Change in Name and Description of Named Endowed Fund

##### The Irene Cavas Rousos Research Endowment Fund

The Irene Cavas Rousos Cancer Research Endowment Fund at the Comprehensive Cancer Center (CCC) – The Arthur G. James Cancer Hospital and Richard J. Solove Research Institute (The James) was established March 4, 2005, by Board of Trustees of The Ohio State University in accordance with the guidelines approved by the Board of Directors of The Ohio State University Foundation, with a gift from Irene Cavas Rousos (B.S. in Occupational Therapy 1958) of Toledo, Ohio, and Naples, Florida. The name and description were revised September 9, 2011.

Ninety percent (90%) of the annual distribution shall be used to support cancer research, with preference given to research in the field of pharmacogenomics at the CCC – The James as approved by the chief executive officer of The James, the director of the CCC, the senior vice president for Health Sciences, and the dean of the College of Medicine.

In any given year that this portion of the endowment distribution is not fully used for its intended purpose, the unused portion should be held in the distribution account to be used in subsequent years and only for the purposes of the endowment, or reinvested in the endowment principal at the discretion of the chief executive officer of The James, the director of

the CCC, the senior vice president for Health Sciences, and the dean of the College of Medicine.

Ten percent (10%) of the annual distribution shall be directed to the Feline Research Fund in the College of Veterinary Medicine.

In any given year that this portion of the endowment distribution is not fully used for its intended purpose, the unused portion should be held fund to be used in subsequent years and only for the purposes of the fund, or reinvested in the endowment principal at the discretion of the dean of the College of Veterinary Medicine.

The investment and management of and expenditures from all endowment funds shall be in accordance with University policies and procedures as approved by the Board of Trustees. As authorized by the Board of Trustees, a fee may be assessed against the endowment portfolio for the University's costs of development and fund management.

It is the desire of the donor that the endowment established herein should benefit the University in perpetuity. Should unforeseen circumstances arise in the future so that the need for this endowment ceases to exist, then another use as nearly aligned with the original intent of the contribution as good conscience and need dictate shall be designated by the Foundation's Board of Directors and the University's Board of Trustees. In making this alternate designation, the Boards shall seek advice from the donor, if possible, and from the chief executive officer of The James, the director of the CCC, the senior vice president for Health Sciences, the dean of the College of Medicine, and the dean of the College of Veterinary Medicine.

\*\*\*

#### **APPROVAL OF FISCAL YEAR 2012 TOTAL UNIVERSITY CURRENT FUNDS BUDGET**

Resolution No. 2012-12

Synopsis: Approval of the total University Current Funds Budget for FY 2012 is proposed.

WHEREAS The State budget for FY 2012 and 2013, including funding levels for State institutions of higher education, has been enacted; and

WHEREAS Tuition and Fee increases for the Columbus and Regional Campuses for FY 2012 have been approved at previous meetings of the Board of Trustees; and

WHEREAS The President now recommends approval of the Current Funds Budget for the total University for FY 2012:

NOW THEREFORE

BE IT RESOLVED, That the University's Current Funds Budget for FY 2012, as described in the accompanying FY 2012 Current Funds Budget Book, be approved, with authorization for the President to make expenditures within the projected income.

(See Appendix V for background information, page 137.)

\*\*\*

**AUTHORIZATION ENTER INTO AND/OR INCREASE CONSTRUCTION  
CONTRACTS**

Resolution No. 2012-13

**CENTRAL POWER PLANT WATER TREATMENT  
CHEMICAL AND BIOMOLECULAR ENGINEERING AND  
CHEMISTRY BUILDING  
STEAM AND CONDENSATE DISTRIBUTION SYSTEM  
UPGRADES PHASE 2  
SULLIVANT HALL AND BILLY IRELAND CARTOON LIBRARY &  
MUSEUM**

Synopsis: Authorization to enter into and/or increase construction contracts, as detailed in the attached materials, is requested.

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into and/or increase construction contracts for the following projects:

	Constr. Amount	Total Project	
Central Power Plant Water Treatment	\$12.1M	\$14.7M	University bond proceeds
Chemical and Biomolecular Engineering and Chemistry Building	\$98.4M	\$126.0M	State appropriations Development funds Local department funds
Steam and Condensate Distribution System Upgrades Phase 2	\$16.7M	\$18.7M	University bond proceeds
Sullivant Hall and Billy Ireland Cartoon Library & Museum	\$20.2M	\$25.9M	Development funds State appropriations Local department funds

**NOW THEREFORE**

BE IT RESOLVED, That the President and/or Senior Vice President for Administration and Planning be authorized to enter into and/or increase construction contracts for the projects listed above in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix VI for background information, page 141.)

\*\*\*

**AUTHORIZATION FOR A LONG-TERM LEASE AND CONCESSION  
WITH RESPECT TO THE UNIVERSITY'S PARKING SYSTEM**

Resolution No. 2012-14

Synopsis: Authorization for the long-term lease and concession of The Ohio State University's parking system, including authorization to execute documents required to complete such a transaction is proposed.

WHEREAS the Board of Trustees (the "Board") of The Ohio State University (the "University") is presented with the opportunity to enter into a lease and concession of the University's parking system; and

WHEREAS the lease and concession of the University's parking system is important in meeting the objectives and requirements previously set forth by the Board and the President:

**NOW THEREFORE**

BE IT RESOLVED, The Board has determined that it is in the best interests of the University to proceed with the lease and concession (the "Transaction") of some or all of the parking assets owned or controlled by the University (the "Parking Assets") through a Long-Term Lease and Concession Agreement (the "Agreement"), including the issuance of a request for qualifications and proceeding with a bidding process relating thereto, the authorization of the transactions contemplated herein, and the authorization of the negotiation, execution and delivery of the Agreement and other documents relating thereto; and

BE IT FURTHER RESOLVED, The Board has determined that, in connection with the Transaction, it may be desirable for the University to pay, prepay, repay, refund, refinance, purchase, redeem or otherwise defease all or a portion of any outstanding bonds and/or other debt obligations of the University that are secured by any of the Parking Assets (collectively, the "Defeasance"); and

BE IT FURTHER RESOLVED, That the Board hereby authorizes the issuance of a request for qualifications in connection with the Transaction and proceeding with the bidding process developed relating thereto wherein the bid of the highest responsive bidder will be selected, subject to the terms, conditions and limitations prescribed in these resolutions; and

BE IT FURTHER RESOLVED, That the Board hereby authorizes the University to enter into the Agreement to effectuate the Transaction (i) with an aggregate amount payable to the University upon execution of the Agreement of at least \$375,000,000 (the "Proceeds") and (ii) containing the additional terms described on *Exhibit A* attached hereto; and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the President and/or the Chief Financial Officer (the "Authorized Officers"), or either of them, upon consultation with the Chair of the Finance Committee of this Board, the Senior Vice President for Legal Affairs and General Counsel, any outside counsel or advisors retained for this purpose and such other members of the senior leadership of the University that the Authorized Officers deem necessary, advisable or appropriate, subject to the terms, conditions and limitations prescribed in these resolutions (1) to select as concessionaire and tenant under the

Agreement the bidder with the highest qualified bid from the bidding process established by the Authorized Officers to the extent such bid is otherwise acceptable to the Authorized Officer(s) after meeting, among other things, the criteria set forth on *Exhibit A* attached hereto, and (2) negotiate, execute, acknowledge and deliver the Agreement, containing such additional terms as the Authorized Officer(s) shall approve and deem necessary, advisable or appropriate, such Authorized Officer's execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof; and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the Authorized Officers, or either of them, upon consultation with the Chair of the Finance Committee of this Board, the Senior Vice President for Legal Affairs and General Counsel, any outside counsel or advisors retained for this purpose and such other members of the senior leadership of the University that the Authorized Officers deem necessary, advisable or appropriate, subject to the terms, conditions and limitations prescribed herein, to negotiate, execute, acknowledge and deliver one or more agreements, instruments, certificates or other documents in connection with the Debt Defeasance, as such Authorized Officer(s) shall approve and deem necessary, advisable or appropriate, such Authorized Officer's execution thereof to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof; and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the Authorized Officers, or either of them, to cause (i) the Proceeds to be used to fund any costs and expenses associated with the Transaction and the Debt Defeasance and (ii) the remainder, if any, to be paid into the University's General Fund; and

BE IT FURTHER RESOLVED, That the Board hereby authorizes and directs the Authorized Officers, or either of them, upon consultation with the Chair of the Finance Committee of this Board, the Senior Vice President for Legal Affairs and General Counsel, any outside counsel or advisors retained for this purpose and such other members of the senior leadership of the University that the Authorized Officers deem necessary, advisable or appropriate, subject to the terms, limitations and conditions prescribed in this resolution, to negotiate, execute, acknowledge and deliver any additional agreements, instruments, certificates and other documents in connection with these resolutions, and to take or cause to be taken any other actions, as such Authorized Officer(s) shall approve and deem necessary, advisable or appropriate, such Authorized Officer's execution, acknowledgement, delivery or taking of such action to be conclusive evidence of such approval and determination of the necessity, advisability or appropriateness thereof; and

BE IT FURTHER RESOLVED, That the Chief Financial Officer shall report to the Board's Finance Committee on a regular basis all actions taken pursuant to this resolution; and

BE IT FURTHER RESOLVED, That it is found and determined that all formal actions of this Board concerning and relating to the adoption of this resolution were adopted in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance

with all legal requirements including Section 121.22 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED That this resolution shall take effect and be in force immediately upon their adoption.

(See Appendix VII for background information, page 145.)

\*\*\*

**AUTHORIZATION FOR THE ISSUANCE OF  
ADDITIONAL GENERAL RECEIPTS BONDS**

Resolution No. 2012-15

Synopsis: Providing for the authorization, issuance and sale of General Receipts Bonds in an aggregate principal amount not to exceed \$500,000,000, for the purposes of financing the costs of certain University capital improvement projects and paying costs and expenses associated with the issuance of such debt.

WHEREAS pursuant to Sections 3345.11 and 3345.12 of the Ohio Revised Code (the "Act"), as enacted under authority of the Constitution of Ohio, particularly Section 2i of Article VIII thereof, The Ohio State University (the "University"), a state university of the State of Ohio, created and existing under Chapter 3335 of the Ohio Revised Code, is authorized and empowered, among other things, (a) to issue its obligations to pay the costs of certain "facilities," as defined in the Act, and to refund, fund or retire bonds and other obligations previously issued for such purpose; (b) to pledge to the payment of its obligations all or a specified part of its "available receipts," as defined in the Act (the "General Receipts") in priority to all other expenses, claims or payments; (c) to covenant to make, fix, adjust and collect the fees, rates, rentals, charges and other items comprising General Receipts to produce General Receipts sufficient at all times to meet Debt Service Charges (as defined in the Amended and Restated Trust Indenture described below) on the Obligations (as defined in the Amended and Restated Trust Indenture described below), establish and maintain the required reserves and meet other requirements herein provided; and (d) to provide for a trust indenture and make further provisions for securing the payment of the Debt Service Charges; and

WHEREAS the University, by resolution adopted by its Board of Trustees (the "Board") on November 1, 1985 (the "Series 1985 A Bond Resolution") and by a Trust Indenture dated as of November 15, 1985 (the "Original Indenture") between the University and The Huntington National Bank, as Trustee (the "Trustee"), provided for the issuance from time to time of General Receipts Bonds of the University; and

WHEREAS the University, pursuant to the terms of a resolution adopted by the Board on October 1, 1999 (the "1999 General Bond Resolution"), amended and restated the Original Indenture, as supplemented, in accordance with the terms thereof, by entering into the Amended and Restated Trust Indenture dated as of December 1, 1999 (the "Amended and Restated Trust Indenture") with the Trustee; and

WHEREAS the Amended and Restated Trust Indenture provides that Obligations may be issued pursuant to the terms thereof, with each such issue to be authorized by a Series Resolution (as defined therein)



adopted by the Board and secured pursuant to the terms of a Supplemental Indenture (as defined therein) with respect to such issue (the Amended and Restated Trust Indenture and all Supplemental Indentures thereto being collectively referred to herein as the "Indenture"); and

WHEREAS the University has from time to time authorized the issuance of the Obligations listed on Schedule 1 attached hereto and made a part hereof pursuant to the Series 1985 A Bond Resolution, the Original Indenture, the 1999 General Bond Resolution, the Amended and Restated Trust Indenture, various supplements to the Original Indenture and the Amended and Restated Trust Indenture and various Series Resolutions; and

WHEREAS the Board has determined that it is in the best interests of the University to authorize the issuance of The Ohio State University General Receipts Bonds, Series 2011 A (the "Series 2011 A Bonds"), in one or more series, for the purposes of financing the costs of University Facilities and paying costs and expenses associated with the issuance of the Series 2011 A Bonds, and desires to make provisions for the issuance of the Series 2011 A Bonds and the payment of Debt Service Charges thereon and the securing thereof by this resolution and the supplement to the Amended and Restated Trust Indenture as provided by this resolution:

**NOW THEREFORE**

BE IT RESOLVED, That the Board of Trustees of The Ohio State University hereby authorize the issuance of the Series 2011 A Bonds in an aggregate amount not to exceed \$500,000,000 for the purposes as set forth in the recitals to this resolution; and

BE IT FURTHER RESOLVED, That any debt authorized by this resolution shall not be issued after June 30, 2012; and

BE IT FURTHER RESOLVED, That the principal amount of debt of the University previously authorized to be issued pursuant to the resolution of this Board adopted on June 18, 2010 (the "Series 2010 Resolution"), to wit, \$1.6 billion, shall be deemed reduced by the sum of the principal amount of the debt previously issued thereunder, being \$893,120,000 plus the actual principal amount of the Series 2011 A Bonds issued such that the sum of the principal amount of such Obligations previously issued pursuant to the Series 2010 Resolution and the principal amount of the Series 2011 A Bonds shall not exceed the maximum principal amount issued pursuant to the Series 2010 Resolution; and

BE IT FURTHER RESOLVED, That the Board of Trustees hereby authorizes the President and Senior Vice President for Business and Finance, or either of them, upon consultation with the Chair of the Fiscal Affairs Committee of this Board and upon consultation with the Senior Vice President for Legal Affairs and General Counsel and any outside counsel retained for this purpose, to determine (a) the time or times that any of the Series 2011 A Bonds shall be issued as provided in this resolution, (b) the principal amount, subject to the limitations prescribed herein, and type of debt to be issued from time to time, (c) the rate or rates of interest to be borne by such Series 2011 A Bonds; provided, however, that in no event shall the interest rate on any series of Series 2011 A Bonds exceed eight percent (8.00%) per annum, (d) whether any

interest rates shall be fixed or variable, and (e) the maturity or maturities of any of the Series 2011 A Bonds; provided, however, the maximum maturity of any Series 2011 A Bonds shall be determined by the University's Chief Financial Officer and be consistent with terms as may be required by law, any or all of which terms may be set forth in one or more Certificates of Award executed and delivered by the President and Senior Vice President for Business, or either of them, in connection with the issuance and sale of the Series 2011 A Bonds; and

BE IT FURTHER RESOLVED, That the President and Senior Vice President for Business and Finance, or either of them, is authorized to negotiate and execute, on behalf of the University and this Board, such supplement or supplements to the Amended and Restated Trust Indenture, any bond purchase contract, any interest rate management or hedging contract, credit support or enhancement contract and any other agreement, receipt, certificate or document (collectively the "Transaction Documents") as the President and Senior Vice President for Business and Finance, or either of them, shall deem necessary or appropriate to carry out this resolution and to provide for the most beneficial commercial terms reasonably available to the University in substantially the form of similar Transaction Documents previously executed by the University in connection with the issuance of other Obligations of the University and not materially adverse to the University, with the execution by the President and Senior Vice President for Business and Finance, or either of them, of any such Transaction Documents constituting the conclusive determination of such officer that the terms of such Transaction Document are not materially adverse to the University; and

BE IT FURTHER RESOLVED, That the Series 2011 A Bonds shall be designated and known as "The Ohio State University General Receipts Bonds, Series 2011 A" and shall be issued pursuant to and as authorized by the Act, Section 2i of Article VIII of the Ohio Constitution, this Resolution, the Amended and Restated Trust Indenture and a supplement to the Amended and Restated Trust Indenture and shall be issued for the purposes of financing a portion of the costs of University Facilities (as defined in the Indenture) identified by the President and/or Senior Vice President for Business and Finance, or either of them, upon consultation with the Chair of the Fiscal Affairs Committee of this Board and upon consultation with the Senior Vice President for Legal Affairs and General Counsel and any outside counsel retained for this purpose(the "Series 2011 A Project"); and

BE IT FURTHER RESOLVED, That as provided in the Indenture, there is hereby pledged to the security of the Series 2011 A Bonds and for the payment of the Debt Service Charges on the Series 2011 A Bonds, (i) the gross amount of General Receipts of the University (subject to the provisions for the partial release of a pledge of General Receipts contained in Section 4.11 of the Original Indenture), and (ii) the monies contained in the Special Funds. Anything else to the contrary in the Indenture or this Resolution notwithstanding, the Series 2011 A Bonds shall not have access to, any claim upon or be secured by the Bond Reserve Fund or the Note Program Fund; and

BE IT FURTHER RESOLVED, That the pledge of General Receipts in the immediately preceding paragraph shall be on a parity with expenses, claims and payments relating to other Parity Obligations, as defined in the Indenture, and in priority to all other expenses, claims and payments of the University. In accordance with the Act, all General Receipts or

portions thereof are immediately subject to the lien of the pledge upon receipt thereof by the University. Furthermore, the pledge contained herein and the Amended and Restated Trust Indenture is not in derogation of the pledge contained in the Original Indenture, any supplement thereto, any Series Resolution adopted pursuant to the Original Resolution or any Bond proceedings with respect to any Obligations currently outstanding, it being the intention of the University that all such Obligations outstanding upon the execution and delivery of the Series 2011 A Bonds shall be Parity Obligations within the meaning of the Amended and Restated Trust Indenture, equally and ratably secured by the pledge of General Receipts of the University herein and therein contained; and

BE IT FURTHER RESOLVED, That for the further security of the Series 2011 A Bonds, and any other Obligations, the University hereby covenants with the bondholders and the Trustee that so long as any Series 2011 A Bonds or Obligations are outstanding, the University shall fix, make, adjust and collect fees, rates, rentals, charges, and other items of General Receipts, as will produce at all times General Receipts sufficient (i) to pay Debt Service Charges when due, (ii) together with other monies lawfully available therefor, to pay all costs and expenses required to be paid under the Bond proceedings, and (iii) together with other monies lawfully available therefor, to pay all other costs and expenses necessary for the proper maintenance and successful and continuous operation of the University; and

BE IT FURTHER RESOLVED, That the Senior Vice President for Business and Finance shall report to the Board's Fiscal Affairs Committee on a regular basis all actions taken pursuant to this resolution; and

BE IT FURTHER RESOLVED, That it is found and determined that all formal actions of this Board concerning and relating to the adoption of this resolution were adopted in an open meeting of this Board, and that all deliberations of this Board and of any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements including Section 121.22 of the Ohio Revised Code; and

BE IT FURTHER RESOLVED, That this resolution shall take effect and be in force immediately upon its adoption.

(See Appendix VIII for background information, page 147.)

Upon motion of Mr. Shumate, seconded by Dr. Wadsworth, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, and Smucker.

\*\*\*

## **RATIFICATION OF APPOINTMENTS TO MEDICAL CENTER BOARDS**

Resolution No. 2012-16

Synopsis: Ratification of appointments to Medical Center boards is proposed.

WHEREAS in June 2009, the Board of Trustees authorized the president of the University to take actions necessary and appropriate to appoint members to the Medical Center Board, the University Hospital Board, the University Hospital East Board, the OSU Harding Hospital Board, the James Cancer Hospital Board, and the Ross Heart Hospital Board; and

WHEREAS all members of these boards shall be appointed in accordance with Board of Trustees Bylaws 3335-93-01 and 3335-104-01, and in consultation with the president of the University; and

WHEREAS the chair and vice chair of the medical center boards shall be a public member appointed annually by the Board of Trustees upon recommendation of the University president:

NOW THEREFORE

BE IT RESOLVED, That the Board of Trustees hereby ratifies the following appointments and reappointments, as designated by board and terms of appointment, made by the president pursuant to the resolution adopted by this Board in June 2009:

University Hospital Board

Rick L. Richards – effective July 1, 2011 through June 30, 2013

James Cancer Hospital Board

Sharen Turney – effective July 1, 2011 through June 30, 2014

Upon motion of Mr. Brass, seconded by Judge Marbley, the Board of Trustees adopted the foregoing resolutions with fourteen affirmative votes, cast by Trustees, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, and Smucker, and one abstention cast by Trustee Wexner.

\*\*\*

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES  
COMMITTEE APPOINTMENTS 2011- 2012**

Resolution No. 2012-17

BE IT RESOLVED, That the Committee appointments for 2011-12 are as follows:

**Academic Affairs and Student  
Life Committee:**

Algenon L. Marbley, Chair  
~~Douglas G. Borrer, Vice Chair~~

Brian K. Hicks

Linda S. Kass

Janet B. Reid

Clark C. Kellogg

**TIMOTHY P. SMUCKER**

**EVANN K. HEIDERSBACH**

~~Brandon N. Mitchell~~

G. Gilbert Cloyd

(Charter Trustee)

Robert M. Duncan

~~David G. Horn (Faculty Member)~~

Leslie H. Wexner (ex officio)

**Advancement Committee**

G. Gilbert Cloyd, Chair (Charter Trustee)

, **VICE CHAIR**

Linda S. Kass, Vice Chair

~~Douglas G. Borrer~~

Brian K. Hicks

Clark C. Kellogg

~~Alexis L. Swain~~

**EVANN K. HEIDERSBACH**

John W. Kessler

Phil Duncan

Michael Clark

(Alumni Assn Member)

Donald H. Schriver  
(Alumni Assn Member)

**Advancement Committee** (contd)

John B. Gerlach  
(Foundation Brd Member)  
David T. Kollat  
(Foundation Brd Member)  
Leslie H. Wexner (ex officio)

**Agricultural Affairs Committee:**

John C. Fisher, Chair  
William G. Jurgensen, Vice Chair  
~~Brandon N. Mitchell~~

**TIMOTHY P. SMUCKER**

**EVANN K. HEIDERSBACH**

James J. Zehringer (ex officio)  
Leslie H. Wexner (ex officio)

**Audit and Compliance  
Committee:**

Robert H. Schottenstein, Chair  
John C. Fisher, Vice Chair  
Ronald A. Ratner  
Algenon L. Marbley  
William G. Jurgensen

**BRANDON N. MITCHELL**

~~James Bachmann~~

James Gilmour  
Leslie H. Wexner (ex officio)

**Committee on Trusteeship:**

Alex Shumate, Chair  
Janet B. Reid, Vice Chair  
John C. Fisher  
Linda S. Kass  
**BRANDON N. MITCHELL**

~~Alexis L. Swain~~

G. Gilbert Cloyd (Charter Trustee)

Leslie H. Wexner (ex officio)

**Finance Committee:**

Jeffrey Wadsworth, **CHAIR**

Alan W. Brass, Vice Chair

Alex Shumate

Walden W. O'Dell

John C. Fisher

Robert H. Schottenstein

Ronald A. Ratner

William G. Jurgensen

~~Alexis L. Swain~~

**BRANDON N. MITCHELL**

Jo Ann Davidson

Leslie H. Wexner (ex officio)

**Medical Affairs Committee:**

Alan W. Brass, Chair

Jeffrey Wadsworth, Vice Chair

Brian K. Hicks

Robert H. Schottenstein

Algenon L. Marbley

Janet B. Reid

Leslie H. Wexner (ex officio)

**Physical Environment**

**Committee:**

Ronald A. Ratner, Chair

~~Douglas G. Borror, Vice Chair~~

William G. Jurgensen, **VICE CHAIR**

Walden W. O'Dell

Clark C. Kellogg

~~Brandon N. Mitchell~~

**EVANN K. HEIDERSBACH**

Leslie H. Wexner

\*\*\*

**SALE OF REAL PROPERTY**

Resolution No. 2012-18

2350 RED ROCK BLVD., COLUMBUS, OH

Synopsis: Authorization is requested to enter into the sale of certain real estate located at 2350 Red Rock Blvd., Columbus, OH, including the WOSU AM 820 antenna facilities located thereon, as part of the sale of the frequency and transmission assets of WOSU AM 820.

WHEREAS the WOSU Stations previously initiated a plan to move all its radio assets to FM frequencies to better serve its listeners and create a streamlined financial model; and

WHEREAS this plan included the sale of the frequency and transmission assets of WOSU AM 820; and

WHEREAS it has been determined to be in the best interests of the University to sell certain real estate, consisting of approximately 39 acres at 2350 Red Rock Blvd. controlled by WOSU AM 820 and containing its night transmission tower configuration; and

WHEREAS the sale price for all of the WOSU AM assets, including the real estate, is two million dollars:

NOW THEREFORE

BE IT RESOLVED, That the President and/or the Senior Vice President for Business and Finance be authorized to take any action required to affect the sale of WOSU real estate assets upon such terms and conditions as are in the best interest of the University.

(See Appendix IX for background information, page 149.)

\*\*\*

#### **AUTHORIZATION TO ENTER INTO PROFESSIONAL SERVICES CONTRACTS**

Resolution No. 2012-19

#### **NORTH RESIDENTIAL DISTRICT TRANSFORMATION**

Synopsis: Authorization to engage professional services for the North Residential District Transformation.

WHEREAS the benefits of on-campus living include enhanced: learning experiences, academic performance, retention, personal development, graduation, and engagement with the University; and

WHEREAS additional residence life facilities are needed to enable a two-year residential experience for students; and

WHEREAS the improvement of on-campus residential districts is a key component of the Framework Plan which guides the development of The Ohio State University's Columbus campus; and

WHEREAS in accordance with the attached materials, the University desires to undertake and enter into professional services contracts for the following projects:

	Prof Svc Amount	Total Project	
North Residential District Transformation	\$4.0M	\$335.0M	University bond proceeds

NOW THEREFORE

BE IT RESOLVED, That the President and/or Senior Vice President for Business and Finance be authorized to enter into agreements and professional services contracts for the North Residential District Transformation project in accordance with established University and State of Ohio procedures, with all actions to be reported to the Board at the appropriate time.

(See Appendix X for background information, page 151.)

Upon motion of Mr. Schottenstein, seconded by Mr. Shumate, the Board of Trustees adopted the foregoing resolutions by unanimous roll call vote, cast by Trustees Wexner, O'Dell, Shumate, Hicks, Fisher, Schottenstein, Brass, Ratner, Marbley, Kass, Reid, Jurgensen, Wadsworth, Kellogg, and Smucker.

-0-

Mr. Wexner:

Before we adjourn the meeting, what I would like to do is, typically, we do go around the room, and I would start with Brian Hicks. And if anyone has any comments they would like to make, I will give everybody the chance to speak.

Mr. Hicks:

Thank you. I thought it was a very good meeting. We certainly had a lot on the plate for three days. We probably had about three weeks of work to put into three days. We never seem to have enough time, and I think that is something that we need to address, because we have some very significant weighty issues that we are dealing with. But, overall, I think we are making progress, and we are making progress on the right things, in the right way, at the right time. We have come through a turbulent time period, but the sun is shining outside right now, and I think the sun is shining on us right now.

Mr. Schottenstein:

Well said. I have already talked enough, I think. I would just like to say that sitting here, listening to the other committee reports, not necessarily my own, it is very striking to me how substantive and significant the work of the committees is in terms of quality of issues, the depth of the discussion surrounding those issues. I have been on the board since 2005, and there were periods where you could not say that. You clearly could say it now, and we have been able to say it now for some period of time. Anyway, it is just very impressive to me, and I just feel privileged to be part of the group, and I think we are focusing on really important things that are allowing us to make real progress in the right areas.

Mr. Ratner:

As I said earlier, very often I am spending some time in the board meeting thanking people for a huge amount of energy and effort. It is always remarkable to me, at so many levels, how many people contribute. But I did want to specifically thank my colleague, Bobby here, who is just doing extraordinary work, taking on the task he has in terms of dealing so directly with the compliance issues that we have

been dealing with. It is showing real leadership and really steady leadership. Bobby, we all owe you a debt of gratitude, because I think the Board has reported itself very well over the last four or five months through some very troubled times, and your leadership there has been just extraordinary. Obviously, Les is the Chair, and a lot of credit is due to your leadership, but Bobby is really the unsung hero. He has gotten flack, but I think he has really done just a yeoman's service, not only to the University, but I think to the Board itself, so I would just like to thank you, Bobby. You have done an extraordinary job.

Ms. Kass:

I just wanted to say that this institution is highly complex and comprehensive, and we all take our work extremely seriously. We have very high standards, and I think that sometimes we don't think about how far we have come and how much progress we are making. I just wanted to point that out and also, particularly, the report we had from the Academic Affairs and Student Life Committee yesterday that Judge Marbley detailed so well. The transformation of the College of the Arts and Sciences and the semester conversion are just representative of the kind of collaboration and thoughtfulness and extraordinary work among so many people at this University. It is really a model for everything we need to do and are doing, so I commend everyone in that effort.

Mr. Jurgensen:

I think what strikes me, and this is a bit repetitious, but it is a big and complicated place, and we do not always get to where we want to go in exactly a straight line, but I think we get to the right place almost all the time. I think that over all of the stuff that we discussed over the last three days, there certainly are some big, complicated issues in that as well. But I think that if everyone keeps doing what they have been doing, which is basically speaking from their heart, telling each other what they think, we will get it done.

Mr. Kellogg:

I would just echo Linda's comments because of the meeting we had in Academic Affairs and Student Life, just to hear Dr. Steinmetz talk about that whole process of integration of the Arts and Sciences College really is instructive, I think, for us as a Board as we move forward as One University. I just think that work—and obviously the semester conversion as well because it speaks to all of the elements that are necessary to continue to make all the progress that we want to—even if it is incremental; it is the right kind of process.

Dr. Cloyd:

Yes, I think that for me the last three days have again really brought home what a tremendous challenge we face here at Ohio State to deliver, against the mission we have set for ourselves—when we describe being a pre-eminent public university—and we think of our land grant mission and what that means to provide the highest quality, highest value education for our students to do the kinds of research at scale that can truly impact the important problems that our society faces. At a service aspect, as we recast ourselves, as we build on the service we provide, to really look to be this economic engine of growth



for the state of Ohio, I think we can do it. It is a wonderful opportunity. It is a big challenge, but these last three days have been a reminder to me that it is really tough work. It takes a lot of deep thinking. It is going to require some very tough, strategic choices that we are going to have to make. I am also confident that we need to get there. Building on the comment that Jerry just made, I think for everyone on the Board and for all of the University leadership, we are going to have an ongoing challenge, not to be overly guided by any pre-formed biases we have, but to be entirely open-minded, and really be able to leverage the tremendous intellectual diversity that exists in this Board and in University leadership. I think that we will get to the right place, and I just think that part of the challenge, as I walk away from these three days, is that we have got to stay constantly vigilant that we are exercising the opportunity we have with all of the different intellectual experiences and capabilities that we have on the Board and in the University leadership.

Ms. Heidersbach:

Well, along with Mr. Smucker, I am a “newbie” to the Board, but the past two meetings I have attended have really been eye-opening, and it has really exposed the breadth of University. I have lived in Ohio my whole life, so I have been aware of the role that the University plays in Ohio, but not to the extent to which I have been exposed, and it is remarkable. A few weeks ago, I had the opportunity to go on the Roads Scholars Tour, which is through the Office of Outreach and Engagement, and that was another opportunity that I had, and I got to experience the role that the University plays not only in Columbus, but to all parts of the state. To be a small part in the massive decisions that the Board is making that not only impact the University, but the entire state is very humbling to me. So I am just thankful to be here.

Mr. Mitchell:

As a student, we go through a different process to get here, to get on the board, and I remember going through that process thinking, “I really want to make a change.” Going through all of the interview processes and different meetings, I really felt like my purpose for wanting this opportunity so badly was to effect change. When I listened last night to President Obama’s speech about how glum things are currently in the world, and think back to the meetings we have had over the past couple of days, the momentum of the Board and the University in the face of adversity and in the face of some of the financial times, is astounding to me. The way we have been able to move forward in some of these adverse times has really been amazing and makes me really appreciative to be a part of it. That is really a testament to President Gee and his team and how well they have positioned the University. I think it is an opportunity we need to seize and push this University forward as we continue.

Mr. Smucker:

First of all, I am very grateful to be a freshman member along with Evann. I can believe that she is one of my best colleagues to start out with, so thank you, Evann. I am very honored and privileged to be here and do not discount the magnitude of the issues we have before us, but I take great comfort in the caliber and depth of the people in this organization, of this institution, and am humbled by the amount of

people that this institution touches throughout the world and the concept we all have, that no matter what we do, each of us makes a significant difference. The undertaking that this institution is, in so many ways, addressing is going to be a cultural shift going forward. I think that, Les, as you said yesterday, that is a huge undertaking, but there is a huge comfort in the caliber and depth of the people, so thank you for the privilege to be part of this group.

Mr. Wadsworth:

Let's see. I think we are trying to do two very difficult things. We are trying to become the best public university in the country, and we are trying to do it in one of the most difficult external environments there have been. That requires innovation in the solutions that we propose and we hear from the University team. We had a lot of innovative solutions, I believe, in the last several days, and innovation and innovative solutions are, by definition, difficult--the easy stuff has been done,--and they are often controversial. And that is why, for the last three days, we have had long, difficult and exhausting debates. I think we all feel the effort that has gone in. It is not easy stuff, and it will not be easy, but there is a lot of innovation coming to us that we are reviewing, that we are hearing about, that we debate. The passion of the people both proposing and debating the ideas is very evident, and that is what is needed to be successful going forward. I think we are starting to see some very novel approaches to solving some very complex problems, so I am very optimistic about that.

Dr. Reid:

As we go around at this point, many of the things I feel strongly about have been said, but just as the institution is undergoing a strategic planning process, the outcomes of all of the effort and energy needs to be measured. And, I believe, for us as a Board, the measure is in what we saw as the two students here were talking about what they have learned and how they have grown through their experience here at Ohio State. As a scientist, all you need is two data points to begin drawing a line, calculating the slope, and predicting the system. We have had many more than two data points in terms of these students so, I would say, as I think about our slope and our system and being able to predict future outcomes, I think we are on an excellent trajectory. I think that has to do with the students and everybody else that is involved all the way to what our contributions are.

Judge Marbley:

Mr. President, I think that these past three days have been, perhaps, three of the most important days that I have spent on this Board. True, some of the work that we have done may not have been as important as some of the other work we have done in the past four or five years, but what it refocuses us on is the work of this University. Over the past few months, we have been defined by others in how we have been reacting to what others have said about us, and we have worked hard to maintain the integrity of our brand, and that is work that we had to do, and that was important work that was spearheaded by our president and his team, and by Bobby and Alex. I know, Bobby, that your board has been happy to see some of the other headlines in the paper about student housing and the like and, Alex, your partners have been equally pleased to see that there have been some other matters

to which the Board has to attend, so that they can have your leadership back at M/I and back at Squire, but you all have been extraordinary in the time commitment and the guidance you have given this Board and this University. I agree whole-heartedly with Ron. What this really tells us is that we really are a great University, and we are much more than our constituent parts; we are the sum of those constituent parts. And when we sit down and tackle issues—such as how do we make the first two years' experience transformative, how do we retain students, how do we build a world class medical center in the context of this great state land grant university—that is what we do, and that is what we have done, and I see this as our first step in us taking our brand back and saying this is who we are as The Ohio State University. We are a University that will tackle the issues of putting freshmen and sophomores on campus. We are the University that will be on records, and we will find a cure for cancer, and that is the important work of the University. I always leave energized, because this Board does a wonderful job of addressing a lot of those issues with the tremendous intellectual capital in this room and around this table.

Mr. Brass:

I remember comments 40 years ago in the business school where I heard that the needs of organizations like this are just abundant, but the resources are very finite. As we go through and as we recruit better and better people, which we are doing thanks to our president, those needs are going to, in fact, increase from each of their departments and colleges and so on. It is going to be up to us to work with our management staff, our executive staff and our faculty to figure out just how, in fact, we put those two together. I am impressed more than ever with the kind of work we are getting from all of our managers and all of our faculty. I can speak for the Medical Center in detail. The number of ideas that are coming out are really neat and they are abundant—and trying to match those resources to those ideas becomes harder and harder. I think that our job is to, in fact, continue to support them the best we can. Our job is to thank them for doing a good job. Our job is to help the president make sure that we have the right people and provide the resources to get those right people, and I think we are doing a better job of that. We are trying to identify creative ways in which to match the needs of our organization, our University, and the needs of our students in a very collaborative way. I am impressed that we, in fact, are putting some very quality time into that right now. I think that is really important as we move forward with strategic imperatives that we all think are coming at us.

When I think of our University right now, and I think of the students and our faculty and our leadership, I hope that they feel the same way that I do about them—and that is that we, in fact, are getting better, we are putting the quality time in, and we are trying to listen better and better as it relates to some of those imperatives as they, in fact, bring them forward.

Joe Alutto today spent a lot of time on that strategic plan with the faculty throughout the entire organization, and the quantity of work that went into that was enormous. And the discussion we had—as it relates to how do we come up with the resources to try to meet some of those needs—is critical. I think that is our job right now—to see how we can

help the University move forward in a very effective way, in a very efficient way, and I am proud of the team moving it forward.

Mr. Fisher:

Three points I would share. First, Dr. Gee brought to us the concept of One University, one of his goals, and a goal that we have all adopted and, I think, that I have seen us move forward very aggressively towards that goal. There is a lot to do yet, but we are making good progress—and I thought it was part of all of our deliberations this week—some tough issues to engage in, but we kept our key goals in front of us during those deliberations, and I think that is excellent.

I would also like to compliment the president and our provost and David and your team—your communication efforts to all of us—the chair, Mr. Wexner, also in his role throughout the last several months here. It is important to have timely communication pieces and that has been done. I appreciate that very much, and I am appreciative of our seamless transition for all of the support we get from the Trustee's Office. We have gone through some change there and we will, I guess, not be seeing Ann back there in the future, but we certainly appreciate all the hours that each of you commit to helping us do our job, so to all of you ladies, and our change here with David, I thank you.

Mr. Shumate:

I certainly agree with all of the comments that have been stated by our fellow trustees and want to again emphasize the fact that we talk quite a bit about the financial resources that we need as a University to accomplish our goals. But I think that the last three days have shown us that we have the human resources that are necessary to truly move from excellence to eminence, which is our ambitious goal and aspiration.

Just to echo what Jack said, because we were talking about the board staff, when you have these kind of meetings and planning and logistics, and the execution that goes on behind the scenes so we can have the type of meeting that we have had over these last several days, it is really important to acknowledge the Board Office and the strength of that Office, the support that you provide. We welcome our new Associate Secretary of the Board to the team, as well as thank Ann and Korenia, Suzanne, and Theresa and you, David, for all that you do to make us look good, quite frankly.

I also want to echo the sentiment that we are fortunate to have Gordon as our president and leader. It requires excellent, relentless leadership in these times, and you have been a very strong leader, and our chairman certainly has continued to encourage us to look at the strategic issues and the important issues. It is that leadership that is also key to make sure that the human resource is properly focused.

Mr. O'Dell:

I certainly support the comments that have already been made but, Gordon, I would like to thank you specifically for your great leadership. The progress we have made since your triumphant return to The Ohio State University—I am very confident in our future with you

leadership, and I am very impressed with the team you put together. I am just thinking about last night—the new Dean of Engineering, the Dean of Dentistry, the new Dean of Nursing and, of course, the new Medical Dean—the staff that you have brought to bear with the other great staff that is already here, has just been spectacular.

Dr. Horn:

On behalf of the Board Office, I would like to thank you all for those kind words, and we are all learning here and benefiting from your wise counsel and really hope we can help keep the momentum going and make your board meetings as effective as possible as we go forward.

Dr. Gee:

Let me just start there for a second and just say that I want to thank David. David has been drinking from a fire hose. Replacing an iconic figure like David Frantz, but his name is David, and he has picked up that very greatly, and our new Board team is just doing a wonderful job, so give everyone a thank you.

I want to say something to the Board and that is, in fact, that this is a very talented Board. You think about the talent that has been displayed—people doing extraordinary things on behalf of the University because, in fact, they had the talent to do it—and the fact that we have that partnership. I could go around and name every one of you. Brian, Bobby, obviously the work that Ron is now doing helping us in our framework process, Bobby and Alex and their work in our tumultuous times, Gil Cloyd, who is my partner in so many things, Alex Shumate just here in terms of a lot of the things that we are doing. I could go around and every one of you is making an enormous contribution, enormously talented.

The most important thing, I think, that I want to say is that this is a very serious Board doing serious business, and I want to underscore that again—a serious Board doing serious business. There are a lot of boards that are frivolous in their business, and I just don't think that that has been our case. Quite the contrary, that is the reason we over-extend our time, Brian, that is the reason we sometimes don't quite meet our obligations in terms of where we are, but it is because of the fact that we are engaging in very serious business.

I also did not have my chance to have my private time. I want to say to the Board that I appreciate your support. I also appreciate the constructive feedback that I have received; it is very helpful to me. One celebrates one's triumphs and one also learns from one's opportunities. And, certainly, I appreciate the grandeur with which we all operate. I think, if I wanted to note one thing, and that is the fact that I traveled the state this summer, and I am struck by the power and importance of this University to every single person in this state and the role that this University plays and the role that this University should play. Probably few times in history has the University been given the opportunity to take an enormously important leadership role for so many people in such a tumultuous time, so the seriousness of what we are doing not only impacts our students, our faculty and our staff, but has an incredible impact on 11 million Ohioans and their future and, I think, accepting that is a great charge and a great responsibility.

Finally, I noted on our financial chart up there that, you will note, we had all greens except we had one that said “flat,” and that was with our support from the state. I have said this to you before, and I will say this again—with the 3,600 colleges and universities in this country, we have had exceptional support in tumultuous times—bipartisan in nature from our Governor and from our Legislature, and the fact that we can report that we have sustained ourselves with their support through this time should not be lost on any of this. I want to be public in acknowledging that.

Mr. Wexner:

Thank you. I was thinking about our freshmen members. I have been on the Board a long time, since about 1870, and I am approaching my senior year in more than one way. It is obvious to me that the University has enormous challenges and enormous opportunity, and has had challenges and accomplishments, and will continue to do so, getting better at scale. And the aspiration of getting substantially better is hard work. If getting better was easy, everybody would be getting better individually and collectively as organizations, but getting better is very hard work.

I thank everybody on the Board and administration for their hard work, and I hope there are reporters in the room, because they are always worried about what we do. One of the things I wish they would write about is that in the last three days, probably in the aggregate, we have put in about 30 hours of work. That is without travel time and dinner time, just being together and trying to work out issues. And between meetings, there are committee meetings and mind time and thoughts and communications between ourselves, and the work that we do should be appreciated. Certainly, it is by me, and we have a high level of engagement. The challenge of getting bigger and better—and I said it at the last meeting—that we are the economic engine of Ohio, we are the Medical Center of Ohio, we are the intellectual center of Ohio, we are probably the agricultural leader of Ohio, perhaps the world. Every part of the University has a major leadership role in the state and in the nation and in the world and just listening to the conversations today, one other thing struck me—and maybe it helps me to describe the complexity of what we do—I think maybe we are the heart of Ohio, the emotional heart and maybe we are the head and the nervous system of the state, because we connect so many things. And when you think of us as perhaps the heart, the head, and the nervous system of a state as large and as complex as ours in turbulent times, getting ahead helps me dimension how tedious, if you would, and difficult the work is.

The last thing I would like to leave everybody to think about and they go together; I think it is the compensation that we get which I think we get paid for working on purposeful things—giving purpose to our own lives; giving purpose to the institution; purpose and the benefits to the students, the faculty and everybody who benefits from the University. It is a tremendous thing to contribute to that purpose, whether it is curing cancer, plow-less farming, or all the things that we do. I think the thought that I want to connect to that purpose, which is maybe our payment, the psychic reward that we get, is to think about leadership and the leadership that Gordon provides and the administration. But to think about the collective leadership of the Board, and probably from

Brandon's athletic career and Clark's, they would understand maybe in a more tangible way about teamwork and collective leadership. Clearly, in listening to all the committee reports and responses and questions and listening to each other's thinking and observations over these three days, you sense that there is tremendous commitment from individuals—us as individuals of the administration and everybody that is connected to the work that we have done in terms of individual leadership, contribution, challenges, ideas and thinking. I think that the real power is the team coming together as the Board, and I think what I will have you ponder is that we are a leadership team. It is a joyful feeling knowing you are part of a team that is leading and trying to get better. That collective leadership takes effort. It is not easy to get great athletes to play together and play nicely, and it is not easy for people to care and all care from different perspectives about the University getting better and winning, and I think the success of the University is in some ways connected to the success of the Board, and the success of the Board is us as a leadership team. I think that is something we should think about because I think that the notion of the focus that we have to have on areas of significance, recognizing that there are so many areas that are significant and important, each life that we touch, whether it is in the hospital or the classroom, is significant. And yet, that complexity against what are the real issues, what are the main things we can do to help the University and help the administration get ahead. Maybe the homework assignment from this meeting to the next is to think about our collective team leadership. Thank you. We are adjourned.

-0-

Thereupon the Board adjourned to meet Friday, November 4, 2011, at The Ohio State University, Longaberger Alumni House, Columbus, OH.

Attest:

Leslie H. Wexner  
Chairman

David G. Horn  
Secretary







## Financial Update

September 2011



Financial Update

## FY 2011 Financial Summary

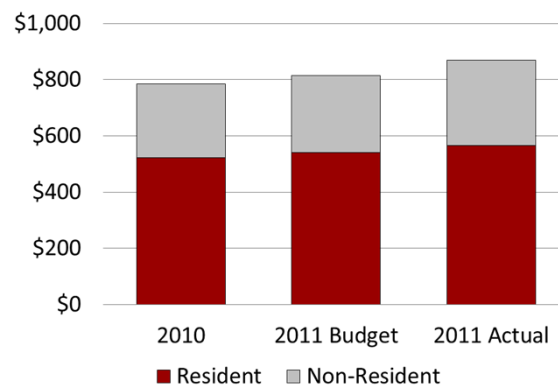


## Financial Snapshot Revenue

Tuition and Fees	↑
State Support	FLAT
Grants and Contracts	↑
Auxiliary Revenue	↑
Gifts	↑
Investment Income	↑

## Tuition and Fees

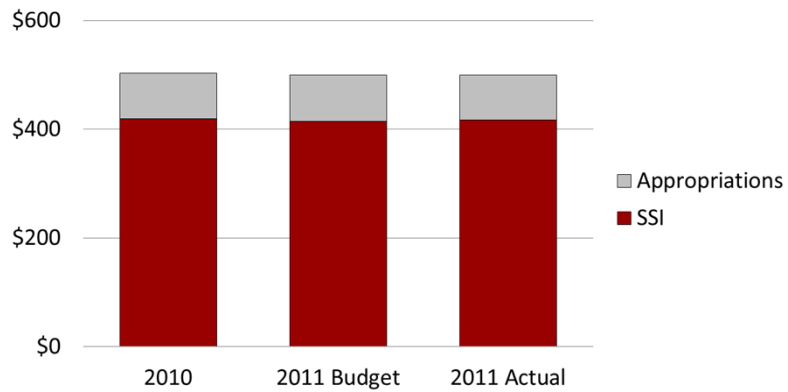
(Dollars in Millions)



**Tuition and Fee Income Increased \$85M over 2010**  
**Higher than expected enrollment increases account increase over budget**

## State Support

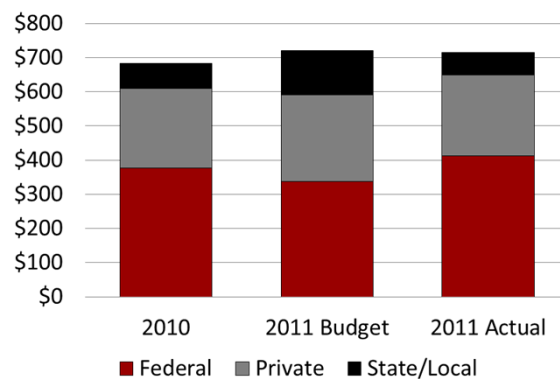
(Dollars In Millions)



State Support remained stable for FY10 and FY11 due to \$60M in state ARRA funds that will not be available in FY12

## Grants and Contracts

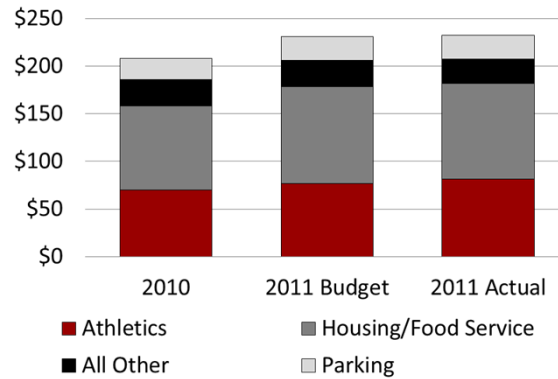
(Dollars In Millions)



Up \$30 million, due to higher Federal grants and contracts (ARRA)

## Auxiliary Revenue

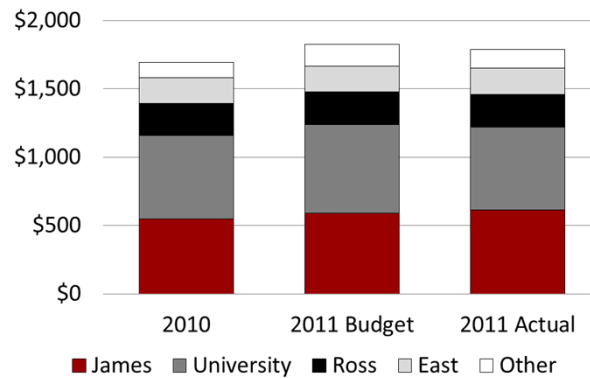
(Dollars In Millions)



**Campus Auxiliaries increased \$19 million, or 9%, driven by Athletics**

## Medical Center Net Revenue

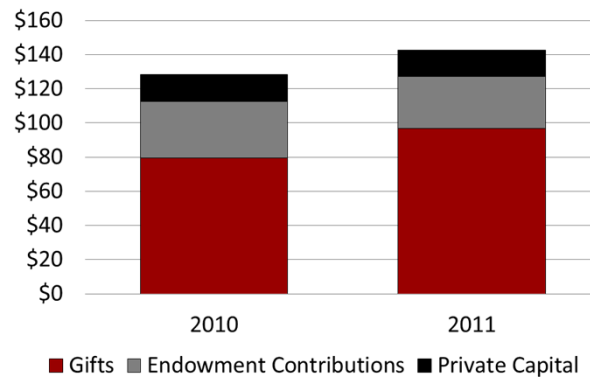
(Dollars In Millions)



**\$100M increase led by The James increase of \$70M  
Total Net revenue 2% (\$37M) below budget**

## Advancement Cash Receipts

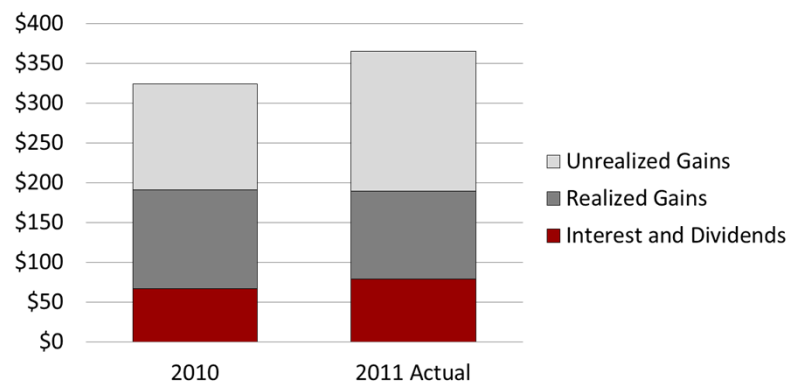
(Dollars In Millions)



Up \$15M, or 11%, due to higher current use gifts

## Investment Income

(Dollars In Millions)



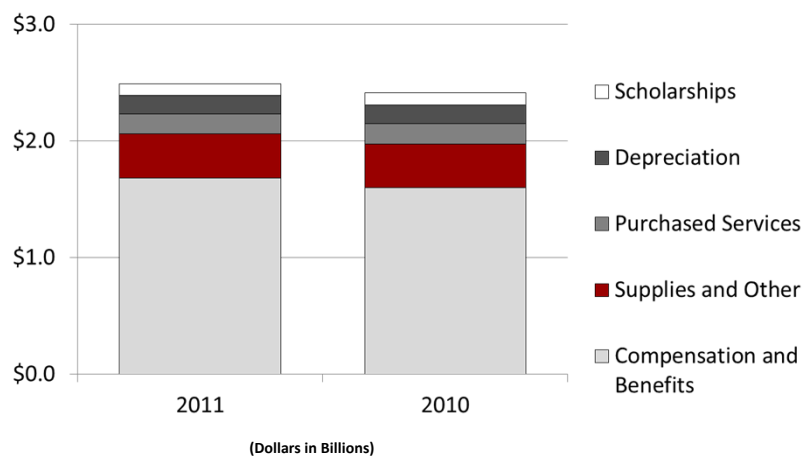
Increases are result of continued improvement in market returns

## Financial Snapshot Expenditures

University Operating Margin  
Medical Center Operating Margin



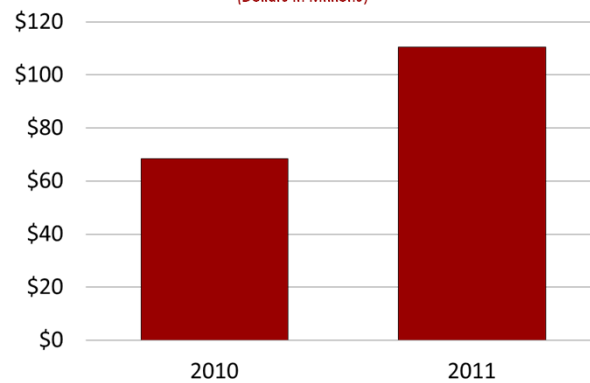
## University Operating Expenses



Operating expense increase of 4% was below revenue increase of 6%

## University Operating Margin Excluding Medical Center

(Dollars in Millions)

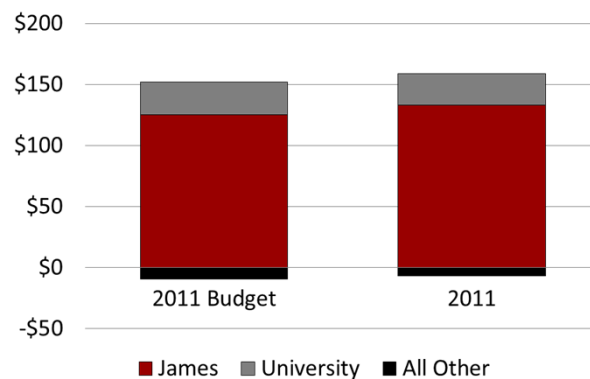


The difference in University operating revenues and expenses grew by \$35 million

\* Excludes depreciation

## Medical Center Operating Margin

(Dollars in Millions)



Revenues less than budgeted were offset by expenditure reductions  
Margin increased \$10 million, or 7%, higher than budget, led by The James

## Financial Snapshot Assets and Liabilities

Cash and Investments



Endowment



Debt

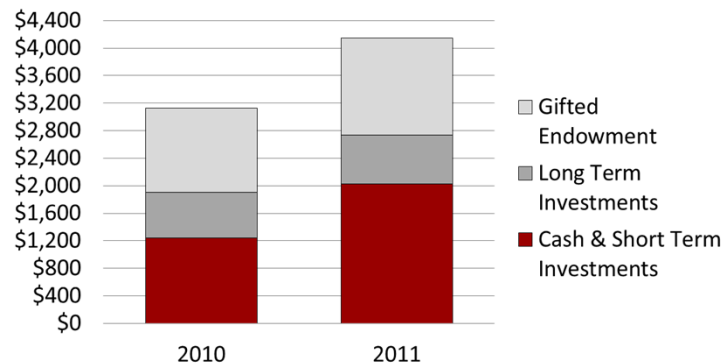
+ \$620M

Net Assets



## Cash and Investments

(Dollars in Millions)

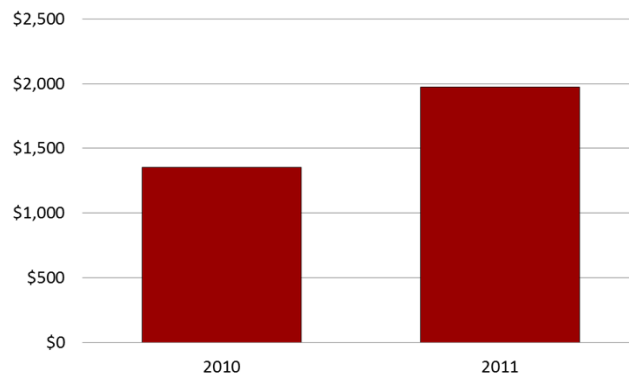


Cash and Short Term Investments helped by bond offerings.  
Long term benefited from investment returns.



## Debt

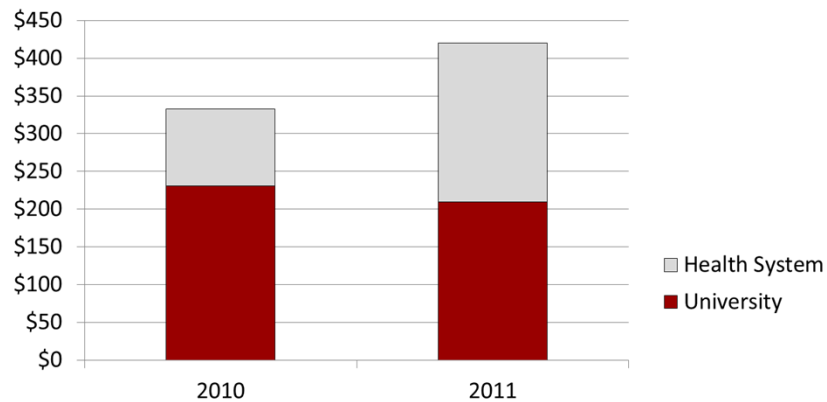
(Dollars in Millions)



2011 reflects new issuances, primarily for Housing and Medical Center Expansion

## Capital Expenditures

(Dollars in Millions)



University capital expenditure declines offset by Medical Center increases

## FY 2011 Financial Summary



- Net Assets **+\$500 M**
- Operating Revenues **+\$130 M**
- Operating Expense **+\$100 M**
- Medical Center margins and cash balances increased

## Discussion

**Amendments to the Rules of the University Faculty**

3335-5-04 Hearing procedures for complaints against regular tenure-track, regular clinical, regular research, and auxiliary faculty members.

(A) Definitions and construction.

(1) through (10) no changes.

(11) Allegations of gross ~~or serious~~ incompetence shall be judged by a faculty member's serious failure to meet his or her obligations with respect to teaching, service, and research as a faculty member.

(12) Allegations of grave misconduct shall be judged on the basis of acts or omissions which seriously impair a ~~faculty member's the effectiveness in meeting teaching, research, and service of a faculty member to meet his or her obligations as a faculty member.~~

(13) and (14) no changes.

(B) Initial proceedings.

(1) and (2) no changes.

(3) A complaint shall state facts to support an allegation that a faculty member has failed to meet his or her ~~teaching, service, or research~~ obligations as a faculty member, has committed acts or omissions which otherwise impair his or her effectiveness in meeting these obligations, has committed financial fraud or has otherwise violated university rules.

Balance unchanged.

3335-5-48.2 Council on libraries and information technology.

(A) Membership.

The council on libraries and information technology shall consist of ~~thirteen~~ fourteen members.

(1) Seven regular tenure-track faculty.

(2) Three students.

(a) One graduate student.

(b) One professional student.

(c) One undergraduate student.

(3) Three administrators (or their designees).

(a) The dean of the graduate school.

(b) The director of libraries.

(c) The chief information officer.

(4) One staff member, appointed by the University Staff Advisory Council.

(B) Duties and responsibilities.

- (1) In collaboration with the director of libraries and the chief information officer, to formulate policies governing the educational and research activities and services of libraries and information technology.
- (2) Assist the director of libraries and the chief information officer in the interpretation of library and information technology services to the university community.
- (3) Assist in the presentation of major library and information technology needs to the university administration.
- (4) Advise the executive vice president and provost on the appointment of the director of libraries or the chief information officer.

(C) Organization.

- (1) The chair shall be elected from among the voting members of the council.
- (2) Reports by this council to the president, other than those made through the senate, shall be made through the executive vice president and provost.
- (3) As a standing committee of the senate, this council is also governed by the provisions of rules 3335-5-46 and 3335-5-48 of the Administrative Code.

#### 3335-5-48.10 Faculty hearing committee.

(A) Membership.

The faculty hearing committee shall consist of twenty-four tenured members of the regular faculty selected by the faculty council. Each elected person shall serve a four-year term as a regular member followed by a one-year term as an alternate member.

(B) Duties and responsibilities.

- (1) Conduct hearings on appeals by respondents charged under rule 3335-5-04 of the Administrative Code following the procedures of paragraph (H) of this rule.
- (2) Conduct hearings on complaints of alleged improper evaluation based upon reasons or considerations that infringe a constitutional right of the complainant following procedures of paragraph (C)(4) of rule 3335-5-05 of the Administrative Code.
- (3) Conduct hearings on allegations of improper evaluation based upon inadequate consideration of the pertinent facts by the individual(s) making the decision following procedures of paragraph (C)(5) of rule 3335-5-05 of the Administrative Code.
- (4) Conduct hearings on an appeal of a tenured faculty member because of termination of appointment during financial exigency following procedures of paragraph (B) of rule 3335-5-02.3 of the Administrative Code.

(C) Organization.

- (1) The chair shall select three members of the committee to sit on each hearing panel. If disqualifications or case loading should require their service, alternates may be assigned to hearing panels.
- (2) ~~A member shall be replaced on a hearing panel if there is~~ The chair of the hearing committee shall rule on any objection by any party to the proceedings that a member of the panel should be replaced because of a relationship to one of the parties, or a prior or current involvement with the facts or issues, or personal bias which may introduce prejudice.
- (3) A panel member or alternate may recuse himself or herself for any of the reasons stated in rule 3334-5-48.10(C)(2).
- ~~(3)~~(4) A hearing panel shall select a person, who need not be a member of the faculty hearing committee, to serve as presiding officer. The presiding officer shall direct the proceedings, rule on matters involving the introduction of evidence, and advise the panel members on such issues of law and procedures as they may deem necessary. The presiding officer, if not a member of the committee, shall not participate in substantive deliberations with the panel nor vote on decisions by the panel.
- ~~(4)~~(5) As a standing committee of the senate, this committee is also governed by the provisions of rules 3335-5-46 and 3335-5-48 of the Administrative Code.

#### 3335-5-48.17 Committee for evaluation of central administrators.

##### (A) Membership.

The committee for evaluation of central administrators shall consist of eight members.

- (1) Six tenured faculty members appointed in the spring by the president from a slate nominated by the executive committee of faculty council.
  - (a) The term of service is three years. Members shall not be reappointed to a second term until they have been off the committee for at least two years, except that a member may be reappointed immediately if that person was appointed to fill a vacant position with a remaining term of less than two years.
  - (b) A chair will be elected ~~yearly~~ each spring from among the faculty members serving on the committee.
- (2) Two administrators, appointed by and serving at the pleasure of the president. The term of service is three years.

##### (B) Duties and responsibilities.

- (1) During ~~autumn~~ spring quarter, the executive committee of faculty council, on behalf of the steering committee, shall meet with the president and provost to identify two central administrators for review. All senior central administrators, such as vice provosts, senior vice provosts, vice presidents, and senior vice presidents and members of the president's council, are eligible to be reviewed.
- (2) The review panels shall be responsible for evaluating the effectiveness of the central administrator and the office in carrying out the responsibilities of the office. The review

~~may will~~ begin ~~immediately after the review panel is appointed~~ but no later than the start of autumn quarter of the following academic year, and finish no later than the end of December.

- (3) The review panel will, after its review and evaluation, present a written report to the president and provost. The review panel will also send a copy of the written report to the person being reviewed and will inform the steering committee that the review process has been completed.

Balance unchanged.

3335-6-04 Promotion and tenure review procedures for tenure-track faculty.

(A) General considerations.

(1) and (2) no changes.

- (3) The review for tenure during the final year of a probationary period is mandatory and must take place.

A faculty member may ask to be considered for nonmandatory promotion and tenure review or for promotion review at any time; however, the tenure initiating unit promotion and tenure committee may decline to put forth a faculty member for formal nonmandatory promotion and tenure review or promotion review if the candidate's accomplishments are judged not to warrant such review. The promotion and tenure committee may not deny a tenured faculty member a formal review for promotion more than ~~three consecutive years~~ one year.

Balance unchanged.



The Ohio State University Foundation  
FY 2011 Fundraising Activity Report

## New Fundraising Activity Progress - University Development as of June 30, 2011

	Fundraising Activity	Goal	Achieved %	7/1/2009 - 6/30/2010	% Change
<b>Outright Gifts and Pledges</b>					
Cash and Securities	\$95,646,923			\$78,505,440	21.83%
Real Estate	\$297,000			\$382,051	-22.26%
Gifts-in-Kind	\$6,591,409			\$4,864,784	35.49%
Pledges	\$156,678,152			\$49,255,968	218.09%
<b>Total Outright Gifts and Pledges</b>	<b>\$259,213,485</b>	<b>\$168,519,531</b>	<b>153.82%</b>	<b>\$133,008,243</b>	<b>94.89%</b>
<b>Planned Gifts</b>					
Revocable Planned Gifts	\$43,671,856			\$65,763,426	-33.59%
Irrevocable Planned Gifts	\$4,739,441			\$437,479	983.35%
<b>Total Planned Gifts</b>	<b>\$48,411,297</b>	<b>\$81,376,333</b>	<b>59.49%</b>	<b>\$66,200,905</b>	<b>-26.87%</b>
<b>Private Grants (OSP)</b>	<b>\$99,998,928</b>	<b>\$75,104,136</b>	<b>133.15%</b>	<b>\$82,727,919</b>	<b>20.88%</b>
<b>Total Fundraising Activity</b>	<b>\$407,623,710</b>	<b>\$325,000,000</b>	<b>125.42%</b>	<b>\$281,937,066</b>	<b>44.58%</b>
		<b>Time Elapsed</b>	<b>100.00%</b>		



The Ohio State University Foundation  
FY 2011 Fundraising Activity Report  
**New Fundraising Activity Progress - Unit**  
as of June 30, 2011

Unit	Outright Gifts and Pledges	Planned Gifts	OSU Foundation Activity	Private Grants (OSP)	Total Fundraising Activity	Goal	% Achieved
Arts and Sciences (Colleges of the)	\$7,398,446	\$1,321,312	\$8,719,758	\$10,464,904	\$19,184,662	\$31,521,000	60.86%
Athletics	\$38,682,405	\$2,117,986	\$40,800,391	\$0	\$40,800,391	\$33,009,677	123.60%
Business (Fisher College of)	\$4,009,216	\$7,615,727	\$11,624,943	\$24,200	\$11,649,143	\$10,021,032	116.25%
Cancer	\$29,197,898	\$3,848,472	\$33,046,370	\$8,670,859	\$41,717,229	\$34,748,000	120.06%
Dentistry (College of)	\$2,388,553	\$3,592,843	\$5,981,396	\$281,943	\$6,263,339	\$8,000,000	78.29%
Education and Human Ecology (College of)	\$10,839,490	\$385,650	\$11,225,140	\$2,198,207	\$13,423,347	\$6,000,000	223.72%
Engineering (College of)	\$11,617,164	\$7,487,385	\$19,104,549	\$29,626,188	\$48,730,737	\$43,691,425	111.53%
Food, Agriculture and Enviro Sciences (College of)	\$5,319,805	\$3,791,400	\$9,111,205	\$6,689,575	\$15,800,780	\$13,122,827	120.41%
Heart	\$1,718,514	\$0	\$1,718,514	\$3,829,439	\$5,547,953	\$6,338,000	87.53%
John Glenn School of Public Affairs, The	\$285,434	\$30,000	\$315,434	\$112,724	\$428,158	\$739,486	57.90%
Kirwan Institute for the Study of Race & Ethnicity	\$2,353,870	\$0	\$2,353,870	\$0	\$2,353,870	\$1,337,700	175.96%
Law (Michael E. Moritz College of)	\$3,086,662	\$1,875,000	\$4,961,662	\$0	\$4,961,662	\$5,039,882	98.45%
Medical Center	\$7,716,399	\$672,208	\$8,388,607	\$13,417,500	\$21,806,107	\$14,549,000	149.88%
Medicine (College of)	\$1,787,716	\$547,274	\$2,334,990	\$11,612,341	\$13,947,331	\$15,037,000	92.75%
Neurosciences	\$3,803,445	\$459,588	\$4,263,033	\$5,762,385	\$10,025,418	\$10,643,000	94.20%
Nursing (College of)	\$684,518	\$30,000	\$714,518	\$199,116	\$913,634	\$808,077	113.06%
Office of Academic Affairs	\$4,974,980	\$5,176,153	\$10,151,133	\$281,659	\$10,432,792	\$9,678,644	107.79%
Office of Student Life	\$597,693	\$1,000,000	\$1,597,693	\$8,170	\$1,605,863	\$2,329,899	68.92%
Ohio State University Alumni Association	\$1,161,121	\$50,000	\$1,211,121	\$0	\$1,211,121	\$851,002	142.32%
Optometry (College of)	\$451,071	\$0	\$451,071	\$673,538	\$1,124,609	\$1,279,432	87.90%
OSU Lima	\$805,851	\$960,649	\$1,766,500	\$0	\$1,766,500	\$1,230,437	143.57%
OSU Mansfield	\$323,758	\$50,000	\$373,758	\$115,625	\$489,383	\$606,640	80.67%
OSU Marion	\$739,333	\$116,000	\$855,333	\$10,500	\$865,833	\$1,085,360	79.77%
OSU Newark	\$793,861	\$1,000,000	\$1,793,861	\$8,850	\$1,802,711	\$3,515,652	51.28%
Pharmacy (College of)	\$792,509	\$202,041	\$994,551	\$587,597	\$1,582,148	\$2,213,553	71.48%
Public Health (College of)	\$505,371	\$0	\$505,371	\$905,586	\$1,410,957	\$1,584,947	89.02%
Social Work (College of)	\$140,781	\$78,690	\$219,471	\$40,000	\$259,471	\$502,894	51.60%
University Libraries	\$1,054,965	\$67,501	\$1,122,466	\$0	\$1,122,466	\$1,700,000	66.03%
University-wide Fundraising	\$101,069,242	\$3,612,500	\$104,681,742	\$3,310,523	\$107,992,265	\$41,309,617	261.42%
Veterinary Medicine (College of)	\$2,236,597	\$2,195,001	\$4,431,598	\$1,024,829	\$5,456,427	\$11,000,000	49.60%
Wexner Center for the Arts	\$4,738,462	\$0	\$4,738,462	\$142,670	\$4,881,132	\$3,725,127	131.03%
WOSU Public Stations	\$7,938,354	\$127,917	\$8,066,271	\$0	\$8,066,271	\$7,780,690	103.67%
<b>Total</b>	<b>\$259,213,485</b>	<b>\$48,411,297</b>	<b>\$307,624,782</b>	<b>\$99,998,928</b>	<b>\$407,623,710</b>	<b>\$325,000,000</b>	<b>125.42%</b>

Time Elapsed 100.00%

Notes

OSU Newark fundraising activity does not include funds raised to support COTC.





The Ohio State University Foundation  
 FY 2011 Cash Flow Report  
**Philanthropic Receipts - University Development**  
 as of June 30, 2011

	7/1/2010 - 6/30/2011	7/1/2009 - 6/30/2010	% Change
<b>Outright Gift Receipts</b>			
Cash and Securities	\$95,649,072	\$78,505,440	21.84%
Real Estate	\$297,000	\$382,051	-22.26%
Gifts-in-Kind	\$6,591,409	\$4,864,784	35.49%
<b>Total Outright Gift Receipts</b>	<b>\$102,537,482</b>	<b>\$83,752,275</b>	<b>22.43%</b>
<b>Pledge Receipts</b>			
Payments on Current Year Pledges	\$22,029,314	\$13,623,005	61.71%
Payments on Prior Year Pledges	\$18,762,849	\$19,687,864	-4.70%
<b>Total Pledge Receipts</b>	<b>\$40,792,163</b>	<b>\$33,310,869</b>	<b>22.46%</b>
<b>Planned Gift Receipts</b>			
Payments on Current Year Revocable Gifts	\$4,667,232	\$3,143,178	48.49%
Payments on Prior Year Revocable Gifts	\$6,509,798	\$12,076,664	-46.10%
Irrevocable Gift Receipts	\$2,676,232	\$427,479	526.05%
<b>Total Planned Gift Receipts</b>	<b>\$15,916,471</b>	<b>\$15,657,322</b>	<b>1.66%</b>
<b>Private Grants (OSP)</b>	<b>\$99,998,928</b>	<b>\$82,727,919</b>	<b>20.88%</b>
<b>Total Fundraising Receipts</b>	<b>\$259,245,044</b>	<b>\$215,448,385</b>	<b>20.33%</b>



The Ohio State University Foundation  
Students First, Students Now Report  
**Campaign Progress**  
January 1, 2009 through June 30, 2011

	Campaign Activity	Working Goal	% Achieved	vs. Time Elapsed
<b>Outright Gifts and Pledges</b>				
Cash and Securities	\$72,749,539			
Real Estate	\$92,051			
Gifts-in-Kind	\$133,998			
Pledges	\$25,216,137			
<b>Total Outright Gifts and Pledges</b>	<b>\$98,191,724</b>			
<b>Planned Gifts</b>				
Revocable Planned Gifts	\$14,940,625			
Irrevocable Planned Gifts	\$3,014,679			
<b>Total Planned Gifts</b>	<b>\$17,955,305</b>			
<b>Private Grants (OSP)</b>	<b>\$0</b>			
<b>Total Campaign Activity</b>	<b>\$116,147,028</b>	<b>\$100,000,000</b>	<b>116.15%</b>	<b>16.15%</b>
		<b>Time Elapsed</b>	<b>100.00%</b>	

Notes

Counting is done consistent with the Campaign Counting Guidelines  
Totals include \$2.04 million in commitments made prior to January 1, 2009  
Objectives remain undefined; best approximation using Project Fund Purpose has been used

**THE OHIO STATE UNIVERSITY BOARD OF TRUSTEES  
FINANCE COMMITTEE**

September 8, 2011

**TOPIC:**

FY 2012 Current Funds Budget

**CONTEXT:**

This is the final step in approval of the FY 2012 operating budget. This is based on the tuition and fee levels approved by the full Board in June.

**SUMMARY:**

Included are the following:

- A summary of the Current Funds Budget (Attachment 1)
- A description of what is included in the Current Funds Budget Document (available on line at <http://rpia.ohio-state.edu/cfb>) (Attachment 2)
- FY 2012 Priorities (Attachment 3)
- FY 2012 Current Funds Budget document (Separate document)

**REQUESTED OF THE FISCAL AFFAIRS COMMITTEE:**

Approval of the FY 2012 Current Funds Budget

### FY 2012 Current Funds Budget Summary

- This budget provides for an overall spending level of \$4.9 billion for all campuses, all funds. This is a 4.8 % increase over the FY 2011 budget, including a 7.8% increase for the Health System and a 2.5% increase for Instruction and General costs.
- This budget provides for an overall increase of 2.6% in spending for Columbus Campus General Funds. As part of this, undergraduate student financial aid increased \$12 million, or 12%, to support the increase in tuition and housing and the implementation of the Enrollment Plan.
- Undergraduate resident instructional and general fees increased by 3.5% per temporary law in the Biennial Budget Bill in Autumn Quarter 2011 for State Fiscal Year 2012. When considering instructional, general and other mandatory fees, undergraduate and resident costs will increase 3.3% in Fiscal Year 2012. Non-resident surcharge and graduate fees increased by 5%.
- Areas of programmatic emphasis include:
 

Enrollment Plan		\$ 1.1 million
Semester Conversion	\$	4.0 million
Systems	\$	5.0 million
Research Support	\$	1.0 million
Development Support	\$	0.8 million
Sustainability	\$	1.5 million
- State Share of Instruction (**SSI**) appropriations for the Columbus Campus will decrease \$61.2 million, or 15.7%, in Fiscal Year 2012 compared to the Fiscal Year 2011 SSI revenue. This is due to the loss of federal stimulus funding that was appropriated in FY 2010 and FY 2011 as part of the SSI. The budget as passed did not fill the gap caused by this loss. Total state operating support will decrease 14.9%, primarily due to the decline in SSI mentioned above, as well as decreases in appropriation line items and grants and contracts.
- SSI appropriations for the Regional Campuses will decrease \$4.1 million, or 15.7%, as well for FY 2012, due to the loss of the federal stimulus funding.
- Preliminary projections show the University will be able to meet its academic goals for FY 2012 under the parameters established in the state biennial budget bill, if appropriations are released as planned.

### **Summary of Information in CFB Document**

(NOTE: This report can be accessed on line at <http://www.rpia.ohio-state.edu/cfb/>)

#### **Budget Related Resolutions**

##### **I. Setting Budget Priorities**

- Budget Context
- Academic Progress
- Financial Progress
- Budget Allocation Process
- FY 2012 Priorities
- Higher Education in the State of Ohio and The Ohio State University

##### **II. FY 2012 Revenue Summary**

- Overview
- State Support
- Student Fees
- Sponsored Research
- University Overhead
- Other Income
- Columbus Campus General Funds Budget Summary
- State Capital Appropriations
- Gifted Endowment Distributions

##### **III. FY 2012 Expenditure Summary**

- Resource Allocation
- Changes by Category
- Changes by College and Academic Support Units

##### **IV. The Regional Campus Cluster**

- Budget Context
- Revenues and Expenditures

##### **V. Multi-Year Commitments and Financial Goals**

- Multi-Year Commitments
  - Continuing General Funds
  - One-Time General Funds
  - Capital Investments
- Financial Goals
- Conclusions

#### **Selected Definitions**

#### **Tables and Appendices**

## **FY 2012 Budget Priorities**

The FY 2012 Operating Budget advances the following priorities:

- ***One University***

Aligns strategic objectives and strengthens enterprise-wide initiatives such as sustainability, development activities and enrollment strategies campus-wide. Also provides for the joining of alumni, development and communication functions and the joining of the University and Medical Center facility organizations.

- ***Students First***

Funds semester conversion activities and funds Student Financial Aid in accordance with tuition, room and board increases and implementation of the Enrollment Plan; and provides for additional library acquisition funding.

- ***Faculty and Staff Success***

Funds a 2.0% merit pool for salary increases. In addition, the University will remain focused on moving many elements of the Staff Talent Plan forward.

- ***Research***

Much work has begun on the development of research pipelines and partnerships. In addition, the new office for Technology Commercialization has been established to further encourage and leverage the University's research contributions.

- ***Commit to Our Communities***

Provides funding for Seed Grants for the Office of Outreach and Engagement to strengthen the partnership with Columbus City Schools. The University is also moving forward with the international gateways, like the one which has opened in China.

- ***Financial Stability***

Allows for central funding to be targeted to colleges where necessary to address the impact of the loss of state subsidy revenue and continues to support the streamlining and simplification processes already underway.

## Project Data Sheet for Board of Trustees Approval

### Central Power Plant Water Treatment

OSU-080268

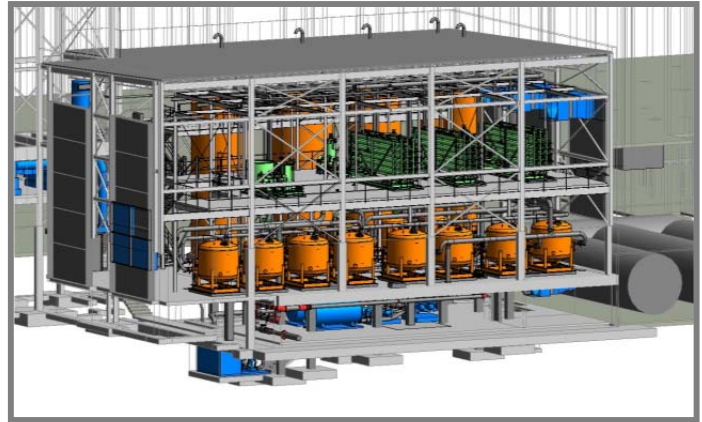
Project Location: McCracken Power Plant

29,764 ASF / 107,910 GSF

- **approval requested and amount**  
construction \$12.1M
- **project budget**  
construction w/ contingency \$12.1M  
other costs (fees, moving) \$2.6M  

---

total project budget \$14.7M
- **funding sources**  
university bond proceeds
- **project schedule**  
design/bidding 12/08 – 01/12  
construction 01/12 – 12/13



- **Framework context**
  - project is consistent with general Framework principles of investing in campus infrastructure, addressing deferred maintenance and meeting business continuity requirements
- **project scope**
  - replace and upgrade the existing water treatment system, providing increased hydraulic capacity and improved boiler feed water quality
  - the project will provide boiler make-up water and return condensate collection for gas-fired boilers
  - it will provide treatment of municipal water; returned condensate contaminated with iron from corroded piping will be filtered to remove particulate iron; the permeate from the treatment units and the filtered condensate will be combined and polished to remove residual divalent ions and the resulting water is used to feed the boilers
- **project update**
  - approval is requested to enter into construction contracts

- 
- **project team**  
University project manager: Kevin Koesters  
A/E: Fishbeck, Thompson, Carr & Huber, Inc  
major contractors: tbd

## Project Data Sheet for Board of Trustees Approval

### Chemical and Biomolecular Engineering and Chemistry Building

OSU-090581

Project Location: Chemical and Biomolecular Engineering and Chemistry Bldg

235,000 GSF

- **approval requested and amount**

construction	\$98.4M
--------------	---------

- **project budget**

construction w/ contingency	\$98.4M
other costs (fees, moving, equip, art)	\$27.6M
<b>total project budget</b>	<b>\$126.0M</b>

- **funding sources**

state appropriations (\$65.9M); development funds-Eng (\$21.4M); development Arts & Sci (\$11M); general funds-Arts & Sci (\$2.7M); general funds-OAA (\$25M)

- **project schedule**

design/bidding	08/10 – 05/12
construction	06/12 – 01/15



- **Framework context**

- project is consistent with general Framework principles by creating an environment that supports teaching and learning, creating an accessible campus with enhanced connections, and providing flexibility in program and design

- **project scope**

- project will construct a functional and collaborative facility for the Chemical and Biomolecular Engineering department in the College of Engineering and the Chemistry department in the College of Arts & Sciences
- the new building will include research laboratories, faculty offices, seminar rooms, a lecture hall, and teaching laboratories; the building will also include a nuclear magnetic resonance facility
- the new facility will be located on the south side of Woodruff Avenue, the present location of Boyd Lab, Johnston Lab, the Aviation Building and Haskett Hall; these facilities are being demolished as part of a separate, enabling project
- project is striving for LEED silver certification

- **project update**

- approval is requested to enter into construction contracts

- **project team**

University project manager:	Faye Bodyke
A/E:	Burt Hill/Pelli Clarke Pelli
CM:	Gilbane Building Co.
major contractors:	tbd



## Project Data Sheet for Board of Trustees Approval

### Steam and Condensate Distribution System Upgrades Phase 2

OSU-081060

Project Location: N/A

N/A ASF / N/A GSF

- **approval requested and amount**

construction \$16.7M  
increase of project budget

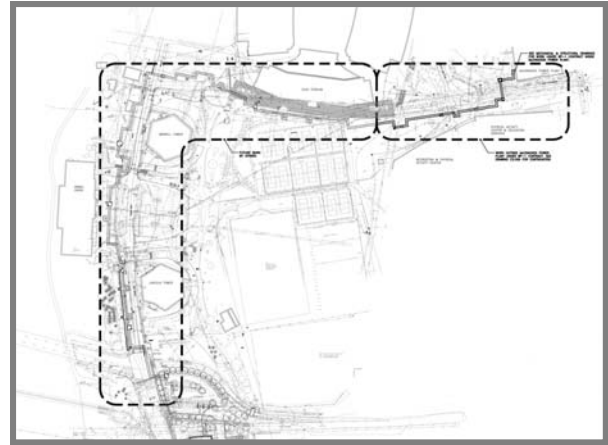
project budget	Orig	Rev
construction w/ contingency	\$14.8	\$16.7M
other costs (fees, moving)	\$2.0	\$2.0M
total project budget	\$16.8	\$18.7M

- **funding sources**

university bond proceeds

- **project schedule**

design	01/11 – 02/12
bidding – bid package 1	10/11 – 11/11
bidding – bid package 2	03/12 – 05/12
construction – bid package 1	11/11 – 04/12
construction – bid package 2	05/12 – 04/13



- **Framework context**

- project is consistent with general Framework principles of investing in campus infrastructure and ensuring reliable service

- **project scope**

- provide upgrades to deteriorated steam distribution lines; increase capacity; and allow for campus expansion
- replaced steam lines in this phase will support the Midwest campus area
- new piping will replace failing direct buried piping and will be installed in tunnel sections; the project may include replacing steam vaults
- these upgrades will improve energy consumption and reduce water use in support of campus sustainability goals

- **project update**

- the steam lines will be replaced in stages – McCracken to Ohio Stadium; Ohio Stadium to South Campus Central Chilled Water Plant
- approval is requested to enter into construction contracts
- approval is also requested to increase the total project cost from \$16.8M to \$18.7M due to a budget shortfall to complete the project scope; additional funding will come from funds remaining on the High Voltage Switch and Cable (phase 1) project

- **project team**

University project manager:	Kevin Koesters
A/E:	RMF Engineering
major contractors:	tbd

## Project Data Sheet for Board of Trustees Approval

### Sullivant Hall and Billy Ireland Cartoon Library & Museum

OSU-091418

Project Location: Sullivant Hall

74,000ASF / 150,000 GSF

- **approval requested and amount**

construction \$20.2M  
increase of project budget

project budget	Orig	Rev
construction w/ contingency	\$19.2M	\$20.2M
other costs (fees, moving)	\$5.2M	\$5.7M
total project budget	\$24.4M	\$25.9M

- **funding sources**

state appropriations (\$6.5M)  
development funds (\$13.5M)  
Arts & Sci general funds (\$5.5M)  
Libraries general funds (\$0.4M)

- **project schedule**

design/bidding 01/10 – 02/12  
swing space construction 06/11 – 08/11  
construction 02/12 – 08/13

- **Framework context**

- planning for this project began before the Framework was conceived; during the Framework planning, Sullivant Hall was identified as a key building within the Arts District
- project is consistent with general Framework principles of ensuring the academic mission drives the physical environment, matching building use to building typology, requiring projects to meet multiple goals, and improving wayfinding
- project is also consistent with the vision for the Arts District, particularly in helping to make the district accessible to both campus and community

- **project scope**

- renovate Sullivant Hall to create a new home for the Billy Ireland Cartoon Library & Museum, currently located in the Wexner Center; renovate space for the Department of Dance, Department of Art Education and the Music/Dance Library; upgrade for a 300 seat theater/lecture hall
- improvements for the Department of Dance spaces will include dance studios, flexible teaching and office space; Department of Dance space in Pomerene will be relocated to the renovated Sullivant Hall
- renovation work includes improving ADA access to the building; addressing building deferred maintenance; improvements to windows; roof replacement; tuck pointing of existing building exterior stone; upgrading lobby entries; mechanical and electrical upgrades; and a new building fire suppression system
- this project will pursue LEED silver certification per the Green Build and Energy Policy
- additional scope includes the renovation of the auditorium on the first floor; the renovation of the south wing on the ground floor and first floor (formerly the Music and Dance Library which was relocated to the Science and Engineering Library), and other adjustments to the scope consistent with the Framework principles about prioritizing adaptive reuse and renovation, creating no net new academic space

- **project update**

- approval is requested to enter into construction contracts for the main project
- approval is also requested to increase the total project cost from \$24.4M to \$25.9; the increase is due to the additional and modified scope noted above



- **project team**

University project manager: Nikolina Sevis  
A/E: Acock Associates Architects  
major contractors: tbd

**Exhibit A****General Terms for Long-Term Concession and Lease Agreement**

<u>Topic</u>	<u>Resolution</u>
1. Parking System:	All or any portion of the parking spaces, meters and related or ancillary parking assets owned or operated by the University.
2. Consideration Paid the University:	At least \$375,000,000.
3. Term of Agreement:	Not to exceed 50 years, including any renewals
4. Parking Rates:	The concessionaire shall not be permitted to raise parking rates more than 7.5% per annum during the first 10 years of the Term of the Agreement, and after such 10-year period, the concessionaire shall not be permitted to raise parking rates more than the greater of (i) the amount of the annual increase in the CPI during the applicable years, or (ii) 4% per annum.. Initial parking rates and requirements may be established by the University for various classes of users of the Parking System such as students, faculty, visitors and administrators.
5. Relocation Rights:	The University shall have the right to relocate a portion of the Parking System to another area of campus to maintain certain flexibility to accommodate growth and other changes on campus. The specific terms of such relocation rights shall be those that the Authorized Officers approve and deem necessary, advisable or appropriate.



## Schedule 1

**GENERAL RECEIPTS BONDS**

<b>Series Designation</b>	<b>Resolution Date</b>	<b>Amount Issued</b>	<b>Amount Outstanding 6/30/2011</b>
Series 1997 Bonds	December 5, 1997	\$79,540,000	\$17,160,000
Series 1999 A Bonds	November 5, 1999	83,585,000	-0-
Series 1999 B Bonds	November 5, 1999	108,000,000	11,800,000
Series 2001 Bonds	November 2, 2001	76,950,000	56,540,000
Series 2002 A Bonds	November 2, 2001	150,515,000	12,780,000
Series 2003 A Bonds	February 7, 2003	53,000,000	-0-
Series 2003 B Bonds	July 11, 2003	233,780,000	36,435,000
Series 2003 C Bonds	July 11, 2003	121,295,000	53,230,000
Series 2005 A Bonds	July 8, 2005	279,050,000	198,255,000
Series 2005 B Bonds	July 8, 2005	129,990,000	78,735,000
Series 2008 A Bonds	July 11, 2008	217,595,000	193,105,000
Series 2008 B Bonds	July 11, 2008	127,770,000	102,235,000
Series 2010 A Bonds	October 29, 2009	241,170,000	239,090,000
Series 2010 B Bonds	October 29, 2009	121,000,000	-0-
Series 2010 C Bonds	June 18, 2010	654,785,000	654,785,000
Series 2010 D Bonds	June 18, 2010	83,335,000	88,335,000
Series 2010 E Bonds	June 18, 2010	150,000,000	150,000,000,

**COMMERCIAL PAPER NOTES**

<b>Series Designation</b>	<b>Resolution Date</b>	<b>Amount Authorized</b>	<b>Amount Outstanding</b>
Series A Commercial Paper Notes	July 10, 1998	\$120,000,000	-0-
Series B Commercial Paper Notes	June 4, 1999	158,700,000	-0-
Series C Commercial Paper Notes	December 1, 2000	116,000,000	-0-
Series D Commercial Paper Notes	November 2, 2001	175,000,000	-0-
Series E Commercial Paper Notes	May 30, 2003	430,000,000	-0-
Series F Commercial Paper Notes	December 3, 2004	348,500,000	-0-
Series G Commercial Paper Notes	November 2, 2005	107,000,000	-0-
Series H Commercial Paper Notes	April 9, 2007	107,000,000,	-0-
Series I Commercial Paper Notes	December 4, 2008	227,000,000	-0-
Series J Commercial Paper Notes	March 1, 2010	227,000,000	-0-



## **SALE OF REAL PROPERTY**

### **2350 RED ROCK BLVD., COLUMBUS, OH**

#### **Background**

The WOSU Stations previously set out on a plan to move all its radio assets to FM frequencies to better serve its listeners and create a streamlined financial model. A necessary part of that plan was the sale of the frequency and transmission assets of WOSU AM 820. An Asset Purchase Agreement is in place for \$2.0 million. During the sales process, it has been determined that it is in the best interest of the University to sell certain related real estate assets – being the night transmission Tower configuration site at Red Rock, as part of the Asset Purchase Agreement.

#### **Location and Description**

The WOSU AM 820 real estate to be sold is an approximately 39 acre site located at 2350 Red Rock Blvd., Columbus, OH, which includes six antennas and support facilities.





Physical Planning  
and Real Estate  
53 West 11th Avenue  
Columbus, OH 43201

## Sale of WOSU Antenna Farm Red Rock Boulevard

150

Prepared By: C. Kennedy  
Issue Date: August 30, 2011  
Revised Date:  
Board of Trustees Meeting: September 9, 2011

0 125 250 500 Feet





## Project Data Sheet for Board of Trustees Approval

### North Residential District Transformation

OSU-110672

Project Location: TBD

TBD ASF / TBD GSF

- **approval requested and amount**  
professional services \$4.0M
- **project budget**  
construction w/ contingency \$267.8M  
other costs (fees, equipment) \$67.2M  

---

total project budget \$335.0M
- **funding sources**  
university bond proceeds supported by housing fees
- **potential project schedule**  
design/bidding 10/11 – 10/12  
construction – phase 1 11/12 – 04/14  
construction – phase 2 03/14 – 04/15  
construction – phase 3 11/14 – 04/16



- **Framework context**
  - this project is consistent with the principles of the Framework plan, including improving existing on-campus residential districts and investing in infrastructure
  - the project will follow Framework recommendations including the creation of north/south and east/west pedestrian connections to the campus and creating green space courtyards in the residential district
- **project scope**
  - the project will recreate our north residential community through the addition of 3,200 beds of new student housing, creating a new, vibrant neighborhood of nearly 6,000 student residents
  - the project makes possible the implementation of a two-year residential requirement to foster greater academic success, greater connection and engagement with the university community and a greater appreciation for diversity
  - the project's planning effort must successfully design and integrate the new residential, support and public spaces in a manner that both advances our academic mission and student life objectives, while creating a place that will serve as one of the major defining locations of our campus for years to come
  - two new dining halls are proposed as well as indoor and outdoor recreation amenities with a new recreation facility replacing the existing Jesse Owens North
  - the project also includes numerous infrastructure improvements, the creation of a distinctive public realm, and the careful integration into the adjacent campus and off campus communities
- **project update**
  - approval is requested to enter into professional services contracts

- 
- **project team**  
University project manager: Megan Kadel-Edwards  
A/E: tbd  
major contractors: tbd